

Third Party Evaluation Report FY 2025
Ministry of Foreign Affairs of Japan

Evaluation of Japan's Grant (through International Organizations)

March 2026

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Preface

This report is an Evaluation of Japan's Grant (through International Organizations), and was commissioned to International Development Center of Japan, Inc. by the Ministry of Foreign Affairs of Japan (MOFA) in fiscal year 2025.

Since its commencement in 1954, Japan's Official Development Assistance (ODA) has contributed to the development of partner countries while tackling global issues that evolve over time. Today, the international community acknowledges the necessity to improve the effectiveness and efficiency of ODA. MOFA regularly conducts ODA evaluations, of which most are conducted at the policy-level with two main objectives: to improve the management of ODA, and to ensure its accountability. These evaluations are commissioned to external third parties to enhance transparency and objectivity.

The objective of this Evaluation was to review Grant (through International Organizations), and to produce recommendations and lessons learned for the Government of Japan's future effective and efficient operation of this cooperation modality, and to fulfill accountability to the public by widely publishing the evaluation results/findings.

The Evaluation Team in charge of this study consisted of a chief evaluator MUTA Hiromitsu, President of the International Development Center of Japan (Professor Emeritus, Tokyo Institute of Technology), an advisor CROSS Kyoko, Professor, Faculty of International Relations, Kyoto Sangyo University; and the International Development Center of Japan Inc. Professor Muta, supervised the entire evaluation process and Professor Cross provided essential guidance on appropriate research, analysis, and report preparation, leveraging her expertise in peacebuilding—the primary focus area of this scheme—and her knowledge of the Philippines and Sierra Leone. In addition, to complete this study, we have received support from MOFA, the Japan International Cooperation Agency (JICA), and local ODA Task Force, as well as government agencies, other donors, and representatives of Non-governmental Organization (NGOs) and companies. We would like to take this opportunity to express our sincere gratitude to all those who supported this study.

Finally, the Evaluation Team wishes to note that the opinions expressed in this report do not necessarily reflect the views or positions of the Government of Japan.

March 2026

International Development Center of Japan, Inc.

Note: This English version is a translation of the Japanese Evaluation Report of Japan's Grant (through International Organizations).

Evaluation of Japan's Grant (through International Organizations) (Executive Summary)

Evaluators (Evaluation Team)

- Chief Evaluator: MUTA Hiromitsu, President, International Development Center of Japan
- Advisor: CROSS Kyoko, Professor, Kyoto Sangyo University Faculty of International Relations
- Consultant: International Development Center of Japan, Inc.

Evaluation Period: Japanese Fiscal Years (JFY)
2019 – 2023

Period of Evaluation Study: June 2025 – March
2026

Field Survey Countries: Ghana, Sierra Leone, and the Philippines



Background, Objectives, and Scope of Evaluation

The Development Cooperation Charter (2015) states: "With their expertise, impartiality and wide networks, international organizations can implement effective and efficient cooperation in sectors or regions that are less accessible in bilateral cooperation and by taking advantage of their distinctive characteristics. Such multilateral cooperation can bring about synergies if combined with bilateral cooperation."¹ It advocates for the continued and active collaboration with international organizations. This evaluation aims to assess Grant (through International Organizations) (hereinafter referred to as "this scheme"), in which the number of projects and project scale within Grants has been expanded in recent years. Its objectives are to derive recommendations and proposals that contribute to operational improvements, enabling this scheme to be utilized effectively and efficiently, and to meet accountability to the public by disclosing the evaluation results and findings.

Summary of Evaluation Results

● Development Viewpoints

(1) Relevance of Policies

The projects under evaluation were formulated in line with the basic policies and priority issues of the Development Cooperation Charter (2015) that was in effect during their project periods, and their consistency was confirmed. Furthermore, several projects contributed to achieving the Free and Open Indo-Pacific (FOIP) and attaining the outcomes of the Tokyo International Conference on African Development (TICAD), demonstrating consistency with

¹ Development Cooperation Charter (2015) (English version), p. 13, "(c) Partnerships with international, regional and sub-regional organizations" According to information obtained from the Ministry of Foreign Affairs of Japan (MOFA), "bilateral cooperation" here refers to projects implemented by JICA.

Japan's diplomatic policy. In addition, the projects responded to international priority issues. Their potential contributions to the achievement of the Sustainable Development Goals (SDGs) were reviewed from the planning stage, and contributions to a wide range of SDGs were confirmed through implementation. This scheme itself also functions as a mechanism to promote collaboration among diverse actors, thereby contributing to SDG 17 "Partnerships for the Goals." The utilization of international organizations' expertise and networks was also recognized. Moreover, the relationships of trust and performance built through Japan's development cooperation, including JICA projects, served as a comparative advantage and were effectively leveraged in the Ghana case study. In the Philippines case study, the Government of Japan gained trust as a lead donor that has continuously supported peacebuilding in Mindanao, which was also useful for obtaining support and understanding of local stakeholders in regions undergoing post-conflict transition. Based on the above, the Relevance of Policies is "Highly Satisfactory."

(Rating: Highly Satisfactory)

(2) Effectiveness of Results

Of the total 50 evaluation targets, amounting to 17.96 billion yen, 16.499 billion yen, or 91.9%, was allocated to peacebuilding, security, and humanitarian assistance. The target regions were predominantly countries and areas where JICA support was difficult to access, requiring strong expertise from international organizations. This applies equally to humanitarian assistance. For humanitarian crises occurring while issues of government recognition arose in countries experiencing political upheaval, this scheme was among the few that could provide Grants.

The meta-analysis confirmed that most targeted projects under this evaluation have steadily implemented inputs and achieved outputs. Regarding outcomes and impacts, case studies confirmed that some projects achieved these at a very high level. However, in some of the other projects, the extent of output achievement was limited, and room for improvement was identified in the content of the inputs provided. Based on the above, the Effectiveness of Results is judged to be "Satisfactory."

(Rating: Satisfactory)

(3) Appropriateness of Processes

The project formulation and implementation process under this scheme was generally appropriate. In particular, the time required from project formulation to approval was shorter than in other cooperation modalities. And, this scheme provided rapid responses in line with the recipient country's needs, even in highly urgent situations such as infectious disease outbreaks, natural disasters, and conflicts. In addition, project formulation conducted through close coordination with international organizations made it possible to provide the required assistance even in hard-to-reach areas, such as those experiencing conflict or undergoing post-conflict reconstruction, by fully leveraging the expertise and local networks of international organizations. These are points that can be positively assessed.

In contrast, at Japan's diplomatic missions, a considerable amount of time and effort was required to obtain the understanding of international organizations regarding the objectives of this scheme, as well as the procedures and key points to be noted for project formulation, implementation, and plan modification. For example, using a guidance note to explain the purpose and key features of this scheme to international organizations is suggested. This could lead to more efficient and effective project formulation. In addition, while most completion reports of this scheme included detailed monitoring and evaluation results based on the formats defined by each international organization, some reports lacked required items and contents and/or failed to attach any visual materials such as the utilization status of equipment or facilities, indicating a need for improvement. Therefore, the Appropriateness of Processes is judged as "Partially Satisfactory."

(Rating: Partially Satisfactory)

*(Note) Rating: Highly Satisfactory/ Satisfactory/ Partially Satisfactory/ Unsatisfactory

●Diplomatic Viewpoints

(1) Diplomatic Importance

This scheme contributes to the stability of countries and regions experiencing political and social turmoil by supporting peacebuilding, security, and humanitarian assistance. Furthermore, during the COVID-19 pandemic, it also contributed to improving healthcare services. This includes support for countries and regions under discussion at UN Security Council. Thus, this scheme is considered an important tool for Japan to contribute to international and regional priority issues, and global issues.

This scheme, which enables JICA to implement projects in countries and regions where JICA is difficult to access, served as a valuable means of connecting recipient countries with Japan and as an important tool that can contribute to strengthening bilateral relations. Furthermore, while it often targets countries with unstable situations, when collaboration with Japanese companies or procurement of Japanese products is realized, this scheme could potentially serve as a foothold for Japanese corporate activities in the recipient countries.

(2) Diplomatic Impact

Projects under this scheme have enhanced Japan's presence by addressing international and regional priority issues, and global issues, as well as fostering bilateral relations with recipient countries. However, it was observed that due to the unique feature of this scheme, which is implemented by international organizations, some government officials and beneficiaries in recipient countries were unaware that the projects were funded by the Government of Japan. There were some cases that have addressed this point. For example, the Japanese Ambassador to Ghana, who is accredited to Sierra Leone, frequently visited Sierra Leone, and enhanced the visibility required for Japanese funding and Japan's presence in Sierra Leone.

Recommendations

- (1) Continue and expand operations, leveraging the advantages of this scheme
- (2) Preparation of guidance materials of this scheme for Japan's diplomatic missions for more effective scheme implementation
- (3) Improving implementation supervision to assess the results of this scheme
- (4) Enhancing visibility and promoting communication between Japan's diplomatic missions and relevant parties for better project implementation

(End)

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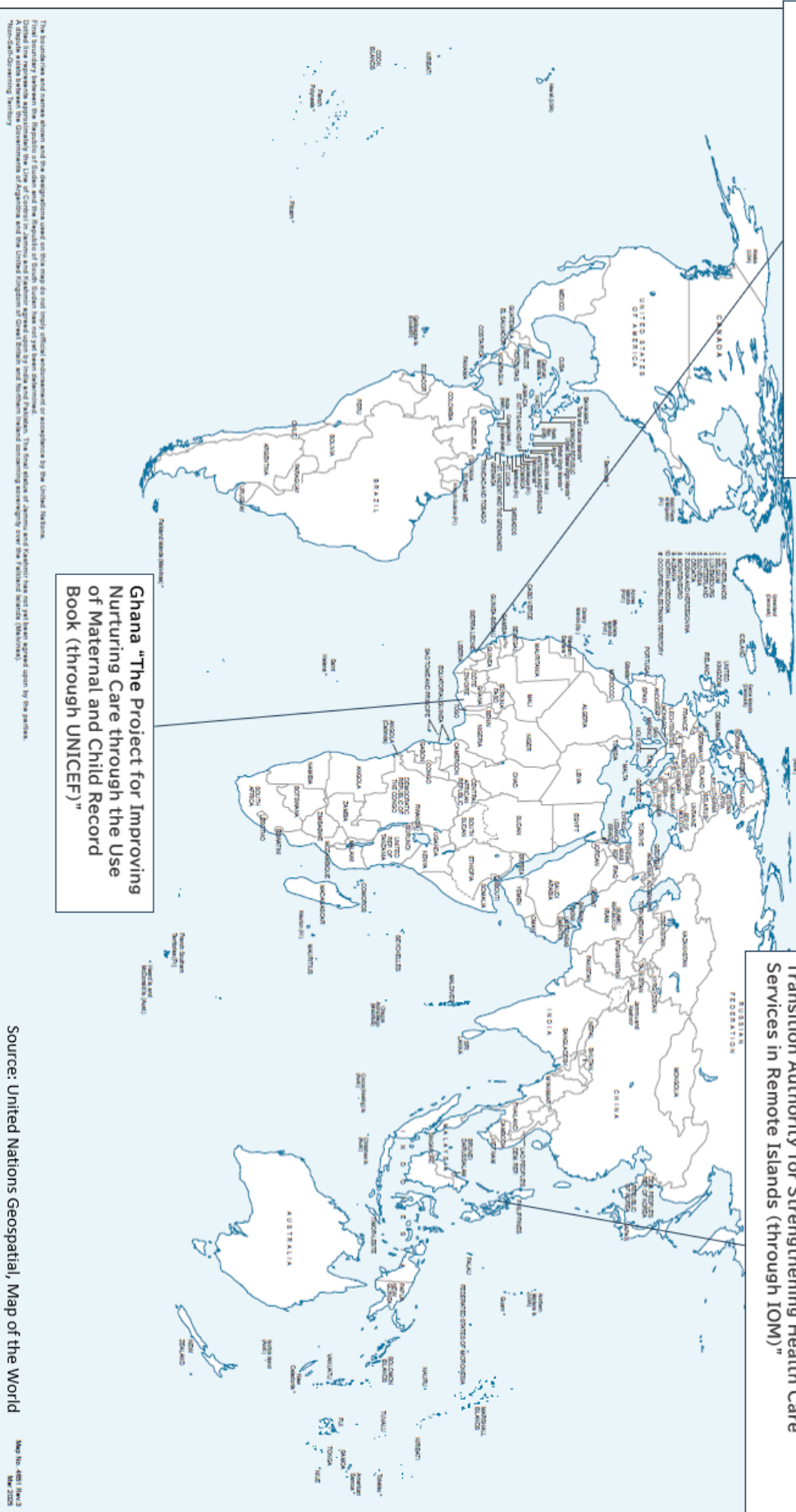
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Map

Sierra Leone "The Project for Reducing the Risk of Irregular Migration through Employment Promotion and Entrepreneurship support for the Youth (through IOM)"

Philippines "The Project for the Capacity Building of the Bangsamoro Transition Authority for Supporting Social Reintegration of Former Female Soldiers (UNFPA)",
 "The Project for the Capacity Building of the Bangsamoro Transition Authority for Strengthening Health Care Services in Remote Islands (through IOM)"

Ghana "The Project for Improving Nurturing Care through the Use of Maternal and Child Record Book (through UNICEF)"



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations. Dotted line represents approximately the line of control in Admin and Kashmir agreed upon by India and Pakistan. The four states of Admin and Kashmir have not yet been agreed upon by the parties. The line between the Government of Argentina and the United Kingdom of Great Britain and Northern Ireland concerning sovereignty over the Falkland Islands (Malvinas) is shown as a dashed line.

Source: United Nations Geospatial, Map of the World

Map No. 4551, June 2012

List of Abbreviations

AOIP	ASEAN Outlook on the Indo-Pacific
BARMM	Bangsamoro Autonomous Region in Muslim Mindanao
BHN	Basic Human Needs
BIAF	Bangsamoro Islamic Armed Forces
BIWAB	Bangsamoro Islamic Women Auxiliary Brigade
BTA	Bangsamoro Transition Authority
CHPS	Community-Based Health Planning and Services
CHW	Community Health Worker
COVID-19	Coronavirus disease 2019
DFID	Department for International Development
E/N	Exchange of Notes
FAO	Food and Agriculture Organization of the United Nations
FOIP	Free and Open Indo-Pacific
GBV	Gender-Based Violence
HDP Nexus	Humanitarian-Development-Peace Nexus
IOM	International Organization for Migration
J-BIRD	Japan-Bangsamoro Initiatives for Reconstruction and Development
JICA	Japan International Cooperation Agency
JOCV	Japan Overseas Cooperation Volunteer
JOICFP	Japanese Organization for International Cooperation in Family Planning
JPO	Junior Professional Officer
MDGs	Millenium Development Goals
MENRE	Ministry of Environment, Natural Resources, and Energy
MILF	Moro Islamic Liberation Front
MRC	Mekong River Commission
MTDP	Medium Term Development Plan
NGO	Non-governmental Organization
ODA	Official Development Assistance
RHU	Rural Health Unit
SDGs	Sustainable Development Goals
TICAD	Tokyo International Conference on African Development
UHC	Universal Health Coverage
UNDP	United Nations Development Programme

UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNMAS	United Nations Mine Action Service
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
WFP	World Food Programme
WHO	World Health Organization
WPS	Women, Peace and Security

Chapter 1 Background, Objectives Evaluation Framework

1 Evaluation Background and Objectives

“Grant (through International Organizations)” is a form of Japan’s Grant where the Ministry of Foreign Affairs of Japan (MOFA) engages in the Exchange of Notes (E/N) with international organizations regarding the procurement of goods and services in recipient countries and provides funds to the international organizations, and the international organizations undertake the implementation (procurement) of the projects. The objectives and background of this evaluation are as follows.

(1) Evaluation Objectives

- A. To verify the significance and outcomes of Grant (through International Organizations) implemented by MOFA (excluding "food assistance") (hereinafter referred to as "this scheme").
- B. To make recommendations and proposals to improve the operation of this scheme based on the results/findings of the evaluation to enable more effective and efficient utilization of this scheme under the basic principle of the Development Cooperation Charter.
- C. The results/findings of the evaluation will be published to fulfill accountability to the public regarding the outcomes and the benefits of this scheme.

(2) Evaluation Background

The Development Cooperation Charter (2015) states: "With their expertise, impartiality and wide networks, international organizations can implement effective and efficient cooperation in sectors or regions that are less accessible in bilateral cooperation (Note from the evaluation team: bilateral cooperation projects implemented by Japan International Cooperation Agency (JICA)) and by taking advantage of their distinctive characteristics. Such multilateral cooperation can bring about synergies if combined with bilateral cooperation."² These advocates for the realization of active collaboration with international organizations. The Charter also states: "in view of the role played by international organizations in shaping philosophy and trends in international development cooperation, Japan, as a responsible member of the international community, will strive to increase its influence and presence in international organizations and, by extension, the international community so that it can play a leading role in creating international norms." It further notes: "Special attention will be paid to ensuring accountability to the public as regards the impacts and evaluation of development cooperation through international organizations."

The Development Cooperation Charter, revised in 2023, states that in an era of mounting, complex, interlinked global development issues, it is essential for various actors to bring together their strengths under common goals and jointly create solutions through dialogue and

² Development Cooperation Charter (2015) (English version), p. 13, "(c) Partnerships with international, regional and sub-regional organizations" According to information obtained from MOFA, "bilateral cooperation" here refers to projects implemented by JICA.

collaboration. It advocates an approach that strengthens solidarity with partners, such as international organizations. Specifically, international organizations have strengths in areas such as access to conflict-affected zones and coordination among multi-donor initiatives. By strengthening cooperation with these organizations, Japan can provide support in regions and sectors where bilateral cooperation projects implemented by JICA cannot access. This cooperation seeks to create a synergy effect through collaboration with JICA's Grant and technical cooperation, while also leveraging the specialized knowledge and experience of international organizations.

Furthermore, when international organizations implement projects under this scheme in accordance with their procurement rules, it is expected that Japanese elements—such as the technology and know-how of Japanese companies and Japanese NGOs—will be actively utilized while leveraging the expertise of the international organizations. Additionally, as with other modalities, follow-up will be conducted to ensure that governments and citizens of recipient countries recognize the projects implemented under this scheme in the long term, and that the projects continue to produce outcomes and benefits correctly even after its completion.

In recent years, the number and scale of projects under this scheme among Japanese Grants have expanded. It is timely for the government of Japan to obtain comprehensive recommendations and proposals on how to maximize the effectiveness and efficiency of cooperation under this scheme. This evaluation was conducted in view of the aforementioned background.

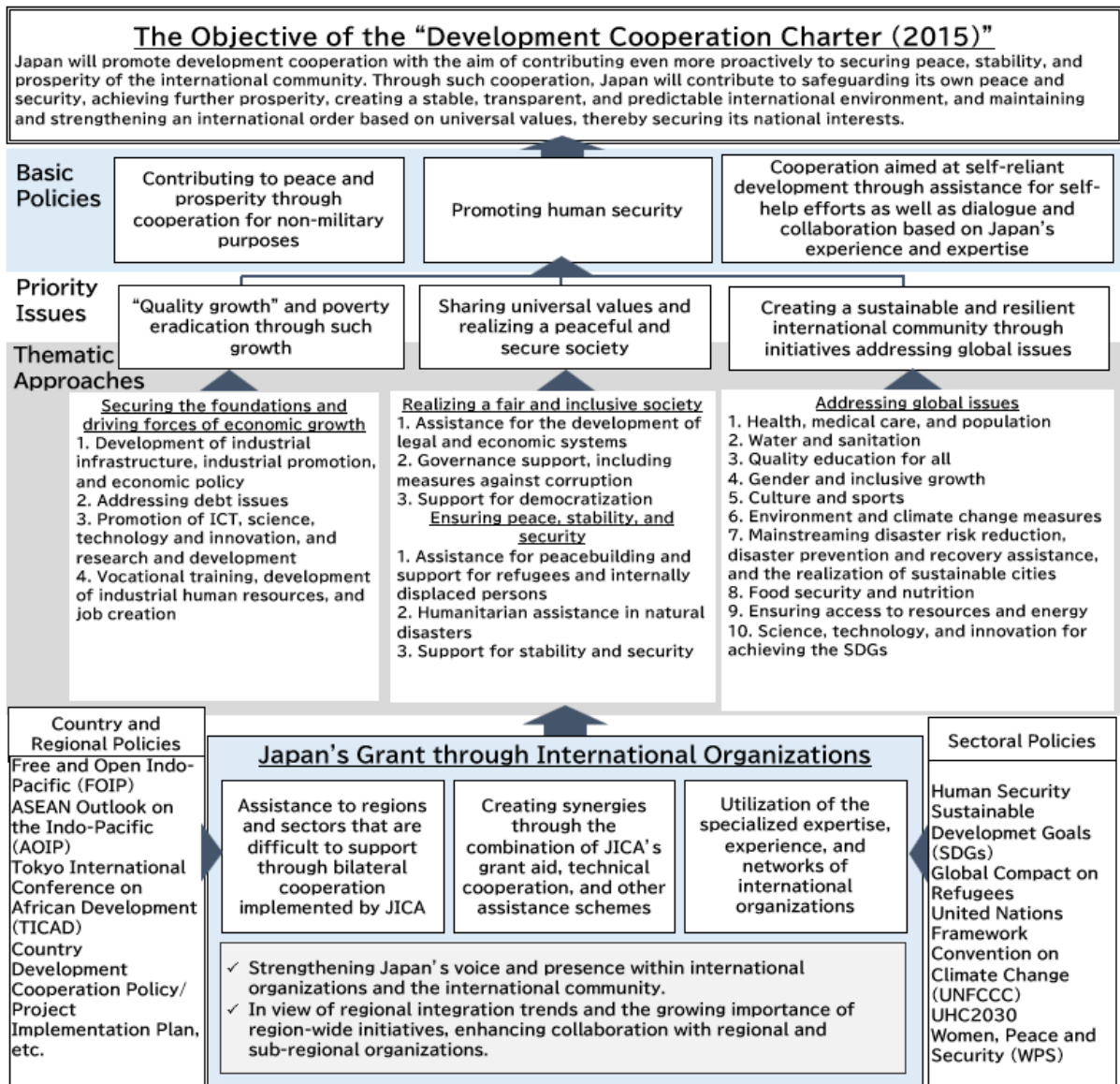
2 Scope of Evaluation

The evaluation targets the projects of Grant(through International Organizations) for which the E/N were signed between JFYs 2019 and 2023 and completed from JFYs 2022 to 2023 (excluding "food assistance"). The number of target projects is 50, implemented in 39 countries through 11 international organizations. Among them, Ghana, Sierra Leone, and the Philippines were selected as case study countries, and field surveys were conducted for four completed projects in these countries. The objective framework for this evaluation is shown in Figure 1-1.

3 Evaluation Methodology

(1) Evaluation Viewpoints

This evaluation follows MOFA's "ODA Evaluation Guidelines" (January 2025) and the "ODA Evaluation Handbook" (January 2025), applying three evaluation criteria from Development Viewpoints: "Relevance of Policies," "Effectiveness of Results," and "Appropriateness of Process" and two evaluation criteria from diplomatic viewpoints: "Diplomatic Importance" and "Diplomatic Impact".



Note: The Development Cooperation Charter (2023) emphasized economic resilience in the digital, food, and energy sectors as key policies, alongside climate change, health, and humanitarian crises. It also explicitly stated efforts toward realizing a “Free and Open Indo-Pacific (FOIP).” Regarding implementation, key points for evolving the approach include: 1) co-creation with various stakeholders; 2) strengthening strategic cooperation through proactive initiatives such as “the co-creation for common agenda initiative” (actively proposing cooperation menus leveraging Japan’s strengths) and investment in people; and 3) aiming for further improvements in ODA institutional design, with “flexibility/efficiency” and “speed” as keywords.

Source: Prepared by the evaluation team, referencing the Development Cooperation Charter (2015), the Development Cooperation White Paper, and various policies.

Figure 1-1 Objective Framework

(2) Implementation Procedures and Methods

The evaluation was conducted from June 2025 to March 2026. As shown in the implementation procedures in Figures 1-2, the evaluation team formulated an implementation plan including the evaluation targets, evaluation criteria, and schedule that were discussed at

the first study meeting. Based on the finalized implementation plan, domestic and field surveys were conducted. The field survey took place from September 22 to October 3, 2025. At the second study meeting held after the field survey, preliminary evaluation results/findings based on information obtained from the domestic and field surveys were discussed. Subsequently, the evaluation team drafted the evaluation report. After incorporating comments from stakeholders obtained at the third study meeting, the evaluation report in Japanese was revised several times. The draft was finalized after it was confirmed by the ODA Evaluation Division of MOFA.

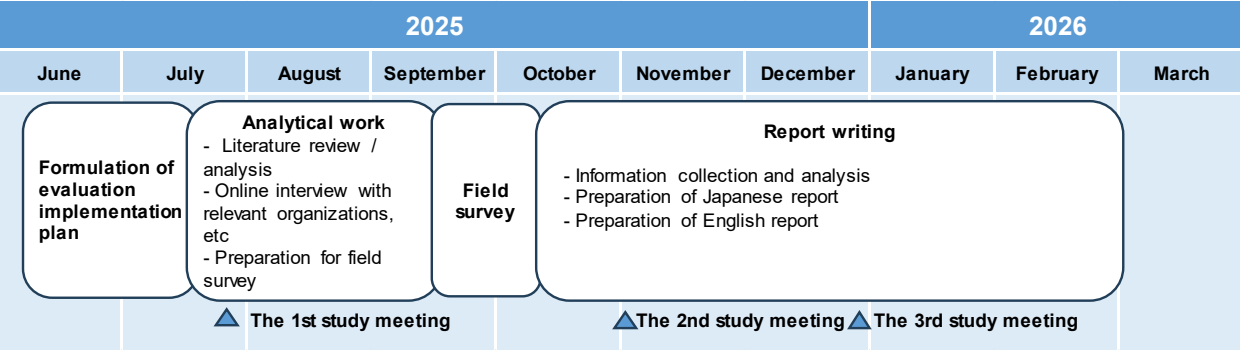


Figure 1-2 Evaluation Procedures and Methods

This evaluation is a cooperation modality evaluation covering 50 projects under this scheme. Therefore, information was collected effectively and efficiently by combining multiple evaluation methodologies shown in Table 1-1, and the evaluation was conducted in accordance with the evaluation criteria.

Table 1-1 Overview of Evaluation Methodologies

Survey Method	Evaluation Targets	Method
Literature research	1. Projects under this scheme	Conducted according to each evaluation criterion. Collect information on policies and guidelines, as well as quantitative data such as ODA volume and project outcomes.
Interview	1. Projects under this scheme 2. Case studies 3. International organizations and Japan's diplomatic missions with a certain record of implementation under this scheme 4. Intellectual	Conducted during domestic and field surveys. Questionnaires are distributed in advance; responses are collected; and follow-up interviews are conducted based on their content. Online interviews are also utilized. This approach gathers qualitative information that cannot be obtained from quantitative data.

Online Questionnaire Survey	International organizations and Japan's diplomatic missions with a certain record of implementation under this scheme	<u>Conducted with the organizations that have the highest records of implementation under this scheme (11 organizations, including United Nations Population Fund (UNFPA), the implementing agency for the case study project) and Japan's diplomatic missions (top 10 countries) i n terms of performance.</u> Questionnaires are distributed and answered in advance. Some of the responding international organizations and Japan's diplomatic missions are interviewed. This questionnaire survey will gather information available solely from Japan's diplomatic missions, such as examples of combining this scheme with the other Japanese cooperation modalities, reasons for choosing this scheme, and assessments of its outcomes, impacts, and efficiency.
Meta Analysis	The 50 target projects	<u>This methodology was applied to the 50 target projects using documents for the appraisal process of the Ministry of Finance and project completion reports.</u> Assigned evaluators score across five viewpoints: Relevance of Policies, Effectiveness of Results, Appropriateness of Processes, Diplomatic Importance, and Diplomatic Impacts. The results were statistically compiled to evaluate the characteristics and challenges of this scheme from a broader perspective.

(3) Limitations of Evaluation

Regarding the Effectiveness of Results, the documents used to confirm project outcomes were documents for the appraisal process of the Ministry of Finance prepared during project formulation and the project completion reports prepared on project completion. Consequently, the assessment of project inputs and outputs was based on the project completion reports. Furthermore, the information regarding outcomes and impacts that emerge after the completion of the project is limited in these documents³.

To address these limitations on the Effectiveness of Results, the evaluation team examined and assessed the outcomes and impacts of projects under this scheme through four case studies of four projects in three countries, focusing particularly on outcomes and impacts. While outcomes and impacts were sufficiently confirmed for these case study projects, the number of outcomes and impacts was limited. These points are considered constraints of this evaluation.

(4) Implementation Structure

Under the guidance of the Chief Evaluator and Advisor, the consultants collected and organized the information and conducted the analysis for this evaluation. The composition of the evaluation team is shown in Table 1-2.

³ To confirm outcomes and impacts, the MOFA has conducted ex-post evaluations (internal evaluations) since JFY2017 for completed projects under its grant program with project scale between 200 million yen and 1 billion yen. However, of the 50 projects subject to this third-party evaluation, only 7 had undergone such an evaluation, and the evaluation results/findings were published in summary form.

Additionally, for the field surveys in Ghana and Sierra Leone, members excluding Evaluation Analysis 2 participated, along with KONNO Kyoko, Economic Cooperation Specialist from the ODA Evaluation Division of the Minister's Secretariat of MOFA, as an observer.

Table 1-2 Composition of the Evaluation Team

Responsibility		Name and Position/Affiliation
Chief Evaluator		Dr. MUTA Hiromitsu, President, International Development Center of Japan (Professor Emeritus, Tokyo Institute of Technology)
Advisor		Dr. CROSS Kyoko, Professor, Faculty of International Relations, Kyoto Sangyo University
Consultants	Team leader /Evaluation Analysis 1	NAKASE Takafumi, Senior Researcher, International Development Center of Japan, Inc.
	Deputy Team Leader /Evaluation Analysis 2	ONozATO Hiroyo, Senior Researcher, International Development Center of Japan, Inc.
	Evaluation Analysis 3	KANEKO Kayo, Researcher, International Development Center of Japan, Inc.

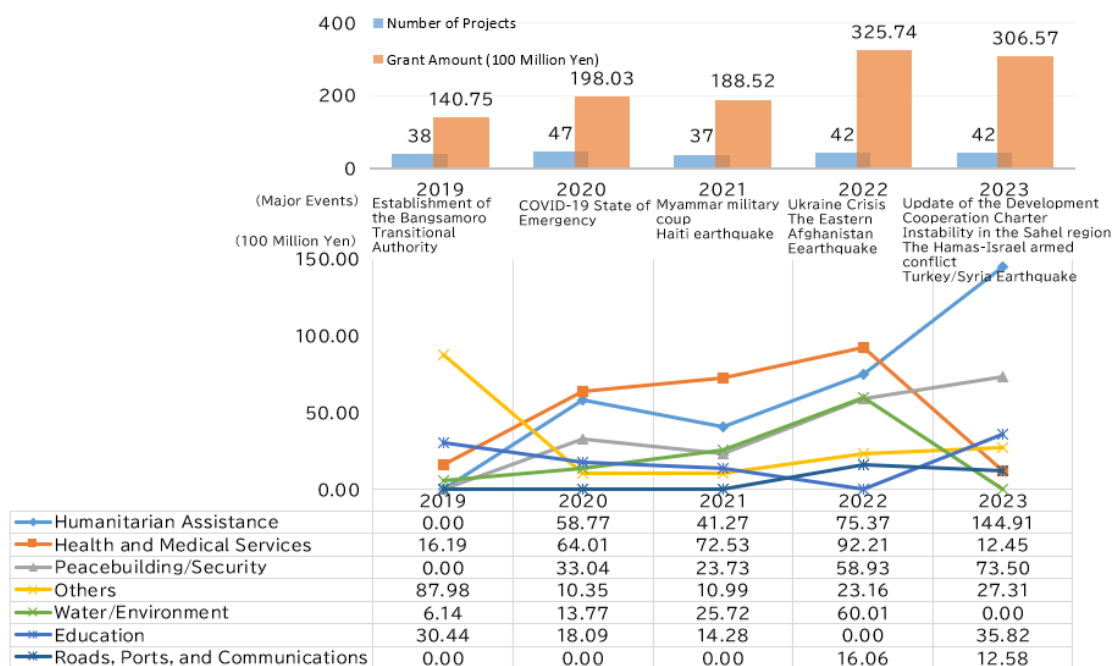
Chapter 2 Overview of the Evaluation Targets

1 Overview of Grant (through International Organizations) and Related Key Sectors

(1) Overview of Grant (through International Organizations)

A. Trends in Grant (through International Organizations)

An analysis was conducted on recent trends in Grant (through International Organizations) using 206 projects where an E/N was signed in the Japanese Fiscal Year (JFY) 2019 and 2023⁴. The number of projects and total amount of assistance in JFY (Figure 2-1, top), as well as assistance by sector (Figure 2-1, bottom), are the following.



Note: This excludes food assistance and grant implemented by JICA through International Organizations. In JFY2024, a total of 49 projects were implemented, amounting to 26.964 billion yen.

Source: MOFA List of Exchange of Notes, compiled by the evaluation team based on information materials provided by MOFA

Figure 2-1 Trends in Grant (through International Organizations) (E/N Concluded JFY2019-JFY2023)

The total amount of assistance remained in the 10-billion-yen range annually from JFY2019 to JFY2021, but increased to the 30-billion-yen range in JFY2022. The number of projects has remained around 40 per JFY. A sectoral comparison shows that “Humanitarian Assistance” accounted for the largest share, followed by “Health and Medical Services,” “Peacebuilding and Security,” “Other,” “Water and Environment,” “Education,” and “Roads, Ports, and Telecommunications.” From JFY2020 to JFY2022, the amount of assistance provided in the health and medical sectors increased in response to needs for infectious disease control due to the COVID-19 pandemic and in anticipation of the post-COVID-19 period. From JFY2022 to JFY2023, humanitarian assistance and support for peacebuilding and human

⁴ Projects under the Japan’s Grant (through International Organizations) administered by the MOFA (excluding Grant in Association with International Organizations implemented by JICA).

security rose significantly due to the increase of needs for the assistance of Myanmar refugees and deteriorating food security in Sub-Saharan Africa.

Among recipient countries, Syria received the largest share among 67 countries, followed by Bangladesh, Myanmar, Iran, and the Philippines (Table 2-1). In all of these countries, the main sectors of assistance were humanitarian assistance, peacebuilding and security, and health and medical care in conflict-affected areas or their surrounding regions. In the case of Syria, continuous humanitarian assistance has been provided since the onset of the Syrian crisis in 2011. Regarding the amount of grant provided to international organizations under this scheme, the United Nations Development Programme (UNDP) accounted for the largest share among the 17 organizations, followed by the United Nations Children's Fund (UNICEF), the World Food Programme (WFP), the United Nations High Commissioner for Refugees (UNHCR), and the International Organization for Migration (IOM). (Table 2-2, Figure 2-2)

**Table 2-1 JFY2019–2023 Grant (through International Organizations)
Top 5 Countries by Total Grant Amount
(Number of Projects)**

	Country	Total Grant Amount (100 Million Yen)	Number of Projects
1	Syria	113.9	16
2	Bangladesh	96.6	17
3	Myanmar	44.1	6
4	Iran	33.6	6
5	Philippines	33.0	7

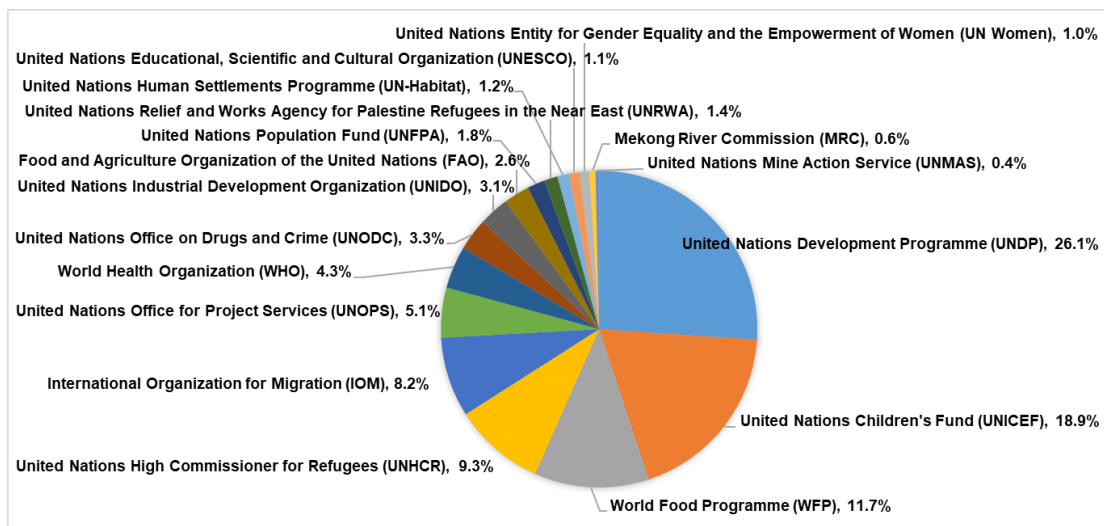
(Note) Calculated from 206 cases (excluding food assistance) where E/N was signed during five years of JFY2019-2023, excluding 26 multi-country regional projects.

Source: MOFA List of Exchange of Notes, compiled by the evaluation team based on materials provided by MOFA.

**Table 2-2 JFY2019–2023 Grant (through International Organizations)
Top 5 International Organizations by Total Grant Amount (Number of Projects)**

	Name of International Organizations	Total Grant Amount (100 Million Yen)	Number of Projects
1	UNDP	302.2	58
2	UNICEF	218.7	32
3	WFP	135.8	19
4	UNHCR	108.0	17
5	IOM	94.7	19

Source: MOFA List of Exchange of Notes, compiled by the evaluation team based on provided materials provided by MOFA.



Source: Prepared by the evaluation team based on materials provided by MOFA

Figure 2-2 JFY 2019–2023 Grant (through International Organizations) by International Organizations

B. Positioning of Grant (through International Organizations)

Within Japan's Grant scheme, projects involving facility construction or the procurement of equipment that required detailed preparatory surveys are implemented through JICA, which undertakes the necessary operational procedures. For projects requiring an implementation in close connection with diplomatic policy considerations – such as those requiring a flexibility and timely response, MOFA carries out the necessary implementation procedures, while the procurement of goods and services in recipient countries is undertaken by various implementing agencies/organizations depending on the project⁵. Among these, the "Grant (through International Organizations)" involves providing funds to international organizations, which then undertake project implementation (procurement). An overview of this scheme is shown in Table 2-3. The scope of this evaluation covers Grant (through International Organizations) administered by MOFA⁶.

Table 2-3 Project Target Regions/Sectors, Implementing Agencies, and Management for Grant (through International Organizations) Administered by MOFA

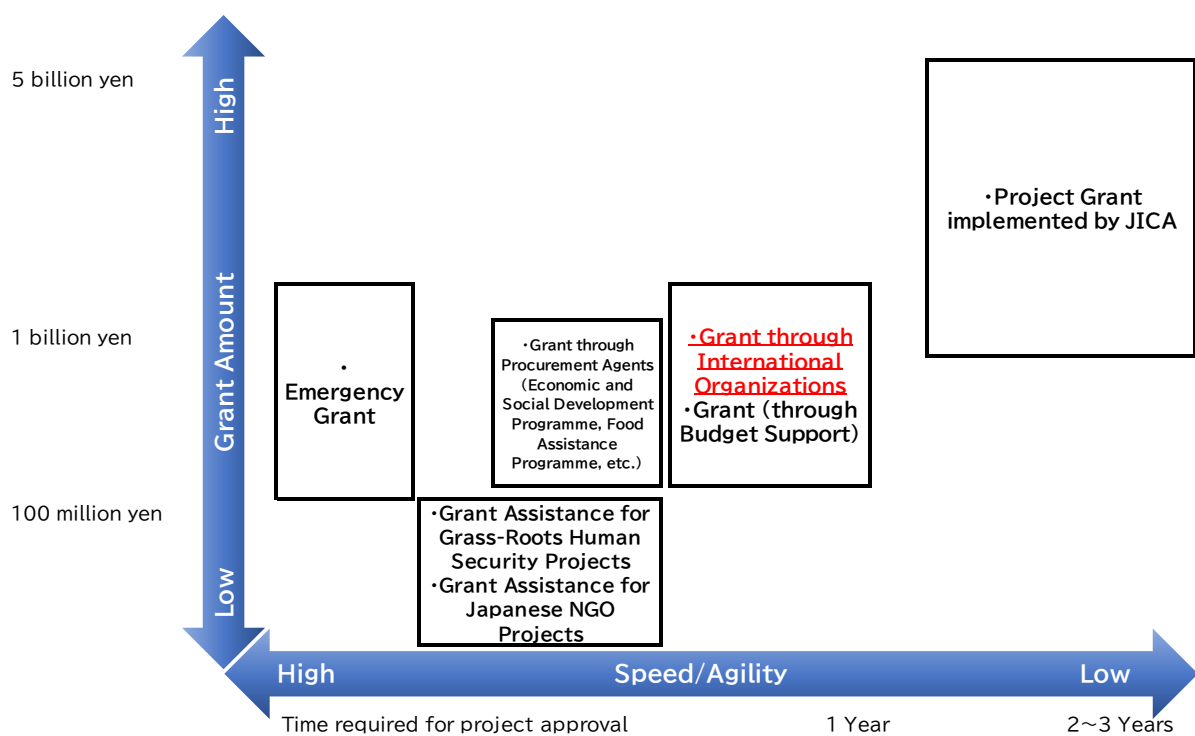
Project Target Regions/ Sectors	Areas requiring urgent intervention to fulfill basic human needs (BHN) and human security in conflict-affected regions, areas without Japanese embassies or JICA Offices, and other locations where JICA cannot access, utilizing the expertise, know-how, and local networks of international organizations (primarily focusing on hard-components such as facilities and equipment).
Implementing agencies	International organizations serve as implementing agencies to conduct procurement of facilities, equipment, and other resources.
Implementation structure	<ol style="list-style-type: none"> 1. Project Planning: MOFA communicates project concepts aligned with both the Country Development Cooperation Policy and the recipient countries' development plans to the implementing agencies (international organizations). Japan's diplomatic missions then receive a draft concept note from the implementing agencies, refine it. Then, international organizations prepare the project document. Japan's diplomatic missions coordinate the direction of the projects (project content, scale, etc.) with MOFA (headquarters) and prepare documents for the appraisal process. Japan's diplomatic missions also obtain a formal request from the recipient countries' governments. 2. Project Formulation: MOFA (headquarters) decides to proceed the process based on the documents submitted by Japan's diplomatic missions (formulates the project and submits it to the appraisal process of the Ministry of Finance based on Article 34-2 of the Finance Act). 3. Approval: Approval for concluding an agreement (E/N) concerning the individual Grant project is submitted to the cabinet meeting. Upon approval, implementation is formally decided. 4. Agreement Conclusion: The Government of Japan and international organizations conclude the E/N. 5. Project Implementation: MOFA provides project funds to international organizations which carry out work according to the initial plan, including procurement of facilities and equipment, by concluding operational contracts with Implementing Partners, etc., and report progress to MOFA (Japan's diplomatic missions). MOFA (Japan's diplomatic missions) conducts supervision over implementation through confirming reports from international organizations and conducting on-site/field visits to monitor activities.

Source: Materials provided by MOFA and interviews (2025)

⁵ See website of MOFA. Overview and Initiatives by Aid Type - grant aid (in Japanese)

⁶ Grants managed by international organizations includes projects administered by MOFA of Japan and projects administered by JICA in cooperation with international organizations. For JICA-administered grant aid in cooperation with international organizations, project formulation is conducted by JICA Headquarters or JICA Offices overseas. In addition to the E/N, a Grant Agreement (G/A) is concluded between JICA and international organizations. Grants are provided to international organizations by JICA, and international organizations handle expenditures under JICA regulations.

Figure 2-3 shows project scale and speed of project formulation by modalities. Grant (through International Organizations) enables project implementation in regions and situations in which it is difficult to access by using other modalities, such as procurement procedures for Project Grant implemented by JICA, Grant for Japanese NGO Projects, or Grant for Grass-roots Human Security Projects. The speed of project formulation process under Grant (through International Organizations) is slower compared to Grant Assistance for Grassroots Projects and Japanese NGO Projects, as it requires cabinet approval. On the other hand, Project Grant implemented by JICA requires approval from the Development Project Accountability Committee and preparatory survey for project formulation, making Grant (through International Organizations) faster to implement.



Source: Prepared by the evaluation team based on information materials provided by MOFA

Figure 2-3 Grant Procurement Methods (Project Scale and Project Formulation Speed)

(2) Overview of Related Key Sectors

Based on recent trends in Grant (through International Organizations), the initiatives of international organizations and international platforms related to the key sectors of "Peacebuilding and Security," "Humanitarian Assistance," and "Health and Medical Services" are shown in the table below.

Table 2-4 Initiatives by International Organizations and International Platforms Related to "Peacebuilding and Security," "Humanitarian Assistance," and "Health and Medical Services"

<p>UNDP "Special Report 2022 – New Threats to Human Security in the Anthropocene" (2022)</p> <p>The report identifies four emerging threats to human security in the new era - digital technologies, violent conflict, inequality, and healthcare systems - and advocates for a third pillar of "solidarity" to address these threats, in addition to the traditional two pillars of human security: "protection" and "empowerment." It emphasizes the importance of approaches that goes beyond sector-specific problem-solving and emphasizes that cooperation not only among states but also with civil society, the private sector, and international organizations is essential.</p>
<p>UNHCR "Global Compact on Refugees" (2018)</p> <p>An international cooperative framework to promote refugee protection through enhanced international solidarity. Amid the rapid increase in the number of refugees and the urgent need to respond to crises occurring around the world, it seeks to improve the circumstances surrounding refugees and to advance the realization of just and equitable societies. Its main objectives are: "easing pressures on host countries," "enhancing refugee self-reliance," "expanding access to third-country solutions," and "supporting conditions in countries of origin for safe and dignified returns."</p>
<p>United Nations Security Council "Women, Peace and Security (WPS) Agenda"</p> <p>WPS agenda, launched by UN Security Council Resolution 1325 (2000), positions women as active agents at all levels of conflict prevention, conflict resolution, peacekeeping, and peacebuilding, while also calling for the protection of women and girls during and after conflict. It consists of four pillars: participation, prevention, protection, and relief and recovery. UN Security Council Resolution 2467 (2019) explicitly recognized for the first time the importance of a survivor-centered approach, acknowledging that needs of survivors should be integrated into all efforts, including peace agreements, transitional justice, and security sector reform. It also calls for non-discriminatory support for survivors of sexual violence.</p>
<p>UHC 2030 "2024-2027 Strategic Framework" (2024)</p> <p>To achieve Universal Health Coverage (UHC) by 2030, the framework recommends three pillars: advocacy, promoting political, economic, and societal decision-making in support of UHC; accountability, tracking progress on actions, decision, policies and programs for UHC; and partnerships, advancing the integration of UHC into national planning and strengthen health systems through collaboration among stakeholders. These efforts contribute to ensuring that all people, everywhere, can access the full range of quality health services they need, when and where they need them, without facing financial hardship, and to realize UHC .</p>
<p>GAVI "Cold Chain Equipment Optimization Platform" (2018-2021)</p> <p>A platform aiming to strengthen vaccine storage and delivery systems in developing countries, implemented with the engagement of UN agencies including UNICEF and World Health Organization (WHO). It focuses on upgrading and expanding cold chain equipment, particularly in areas with unstable power supply, to ensure the potency and availability of vaccines. By prioritizing solar power and energy-efficient refrigeration technologies, it assists countries in building more sustainable vaccine management.</p>
<p>Scaling Up Nutrition (SUN) "SUN 3.0 Strategy 2021-2025" (2021)</p> <p>Scaling Up Nutrition (SUN) launched in 2010 by the UN Secretary-General, is a global effort committed to ending all forms of malnutrition by 2030. It aims to strengthen country-led nutrition initiatives and to drive systemic change at both national and global levels. In 2021, the Movement set out a strategy that emphasizes multisectoral partnerships and supports the integration of nutrition into food systems, health systems, social security, education, and climate change adaptation strategies.</p>

2 Overview of Meta Analysis Results and Findings

(1) Methodology

This meta-analysis assessed projects of Grant (through International Organizations) for which an E/N was signed between JFYs 2019 and 2023 and completed from JFYs 2022 to 2023 (excluding food assistance). The analysis assessed 50 projects that had been implemented by 11 agencies for 6 sectors, 6 regions, and 35 countries.

Each evaluator reviewed documents for the appraisal process of the Ministry of Finance for each project prepared by MOFA, the project proposals and the project completion reports prepared by international organizations. The evaluators rated the contents of these documents on a four-point scale on the evaluation form. Evaluation criteria were grouped into the following categories: Relevance to Priority Policies in the Development Cooperation Charter, Relevance to Grant (through International Organizations), Relevance of Policies, Effectiveness of Results, Appropriateness of Processes, and Diplomatic Viewpoints. Several sub-items were established in each category, and scores were assigned for each sub-item. For the Relevance of Policies, Effectiveness of Results, and Appropriateness of Processes groups, an "Overall Score" was also assigned on a four-point scale based on the assessment results of all sub-items within each group. Furthermore, a comprehensive score from the "Development Viewpoint," based on all aspects of Relevance of Policies, Effectiveness of Results, and Appropriateness of Processes, was also scored on a four-point scale.

Since each evaluator read the report and scored each target project, individual differences in judgment inevitably arose even among analysts knowledgeable in the ODA field. To minimize these individual differences, the evaluation target projects were assigned to four evaluators: the evaluation leader and three members of the evaluation team. Each evaluation target was evaluated by three evaluators using the evaluation form, and the average of their scores was used as the final score for each evaluation target and each evaluation item. The four evaluators were randomly assigned (42, 42, 33, 33) projects each, according to their experience in the ODA field.

The four-point scale consists of: 1. "Hardly" relevant/not achieved, 2. "Not very" relevant/not achieved, 3. "Quite" relevant/achieved, 4. "Highly" relevant/achieved. The average of the scores among three evaluators may not necessarily be an integer. Evaluation values are actually obtained as continuous numbers ranging from 1 to 4. Consequently, scores below 2.5 points indicate a somewhat negative evaluation.

This meta-analysis was conducted solely based on information universally available for all evaluated projects: documents for the appraisal process of the Ministry of Finance, project proposals and project completion reports prepared by international organizations. Information available on international organizations' websites, for example, was not referenced. Therefore, it must be noted that this meta-analysis has limitations: if the information in the project completion reports, for instance, is insufficient, the evaluation results/findings will be affected accordingly.

(2) Evaluation Targets

Table 2-5 shows the number of projects by organization, sector, and region. There are several implementing organizations such as UNDP, UNICEF, and WFP, while sectors include health and medical care, humanitarian assistance, and regions such as Latin America, Sub-Saharan Africa, and East Asia are frequently represented, though each category spans a wide range.

Sector - Region Organization	Health and medical services	Peacebuilding/ Security	Water/ Environment	Humanitarian assistance	Education	Others	Sub-Saharan Africa	Central Asia and the Caucasus	Middle East and North Africa	Latin America	East Asia	South Asia	Total
IOM	1	0	0	1	0	3	1	0	0	3	1	0	5
UN Women	0	0	0	0	0	1	0	0	0	0	0	1	1
UNDP	0	6	2	1	1	4	7	2	2	0	3	0	14
UNFPA	0	0	0	0	0	1	0	0	0	0	1	0	1
UNHCR	1	0	0	1	0	3	0	0	1	2	0	2	5
UNICEF	6	0	0	2	0	0	2	0	2	2	2	0	8
UNIDO	0	0	1	0	0	0	1	0	0	0	0	0	1
UNODC	0	0	0	0	0	1	0	1	0	0	0	0	1
UNOPS	5	0	0	0	0	0	0	1	0	4	0	0	5
WFP	0	1	0	6	0	0	0	0	0	1	3	3	7
WHO	2	0	0	0	0	0	0	0	2	0	0	0	2
Total	15	7	3	11	1	13	11	4	7	12	10	6	50

Table 2-5 Number of Projects by Organization, Sector, and Region

(3) Overview of Evaluation Results and Findings

An overview of the evaluation results for 50 projects in each evaluation category of the overall score is shown below.

A. Evaluation from Development Viewpoints

Figure 2-4 shows the distribution of the overall score for the "Relevance of Policies." Five projects scored 4.00 (highly relevant), 15 scored between 3.50 and 4.00, and none scored below 2.50. This indicates that there were no projects with particularly significant issues regarding the Relevance of Policies.

Figure 2-5 shows the distribution of the overall scores for "Effectiveness of Results." The largest group, with 36 projects, scored between 3.00 and 3.49, while 5 scored 3.50 or higher. However, 2 projects scored below 2.50.

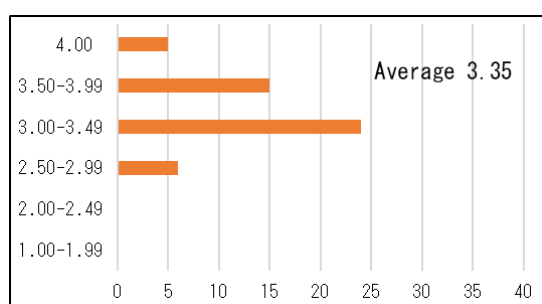


Figure 2-4 Distribution of Overall Scores for Relevance of Policies

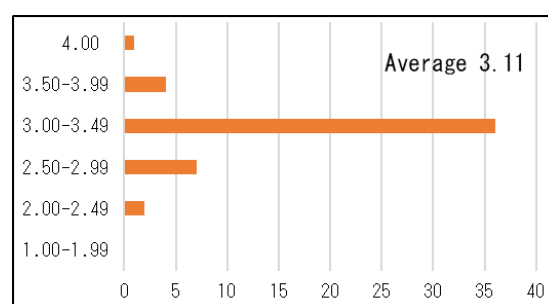


Figure 2-5 Distribution of Overall Scores for Effectiveness of Results

Figure 2-6 shows the distribution of the overall scores for "Appropriateness of Processes." There are 13 projects with scores of 3.50 or higher. However, there are 2 projects with scores below 2.50.

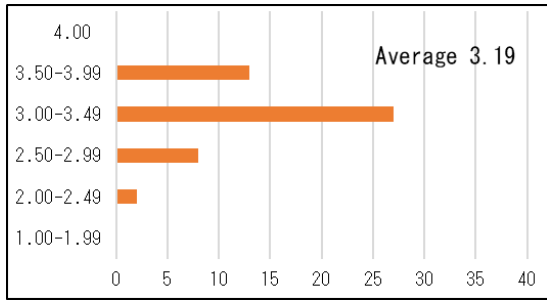


Figure 2-6 Distribution of Overall Scores for Appropriateness of Processes

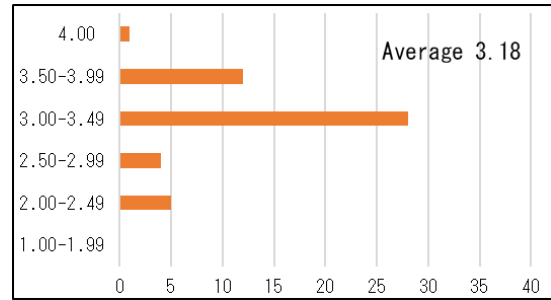


Figure 2-7 Distribution of Overall Scores from the Development Viewpoints

Figure 2-7 shows the distribution of the overall score from the Development Viewpoints, which is a comprehensive assessment of "Relevance of Policies," "Effectiveness of Results," and "Appropriateness of Processes." Thirteen projects received sufficiently high scores of 3.50 or above. Conversely, 5 projects scored below 2.50. The 2 projects in Ghana and Sierra Leone, where field surveys were conducted, belong to the high-rating group (3.50-3.99), while the 2 projects from the Philippines belong to the medium-rating group (3.00-3.49).

The projects below 2.50 in Figures 2-4 to 2-6 are those where: it was difficult to predict the expected number of beneficiaries during project formulation, resulting in significantly fewer actual beneficiaries; or procurement delays due to various circumstances prevented the timely provision of equipment. While unavoidable circumstances are presumed, project completion reports should adequately document reasons for insufficient outputs. Furthermore, if outcomes or impacts have not yet been achieved at the time of preparing the project completion reports, information should be included about the conditions under which they can be expected. The absence of such detailed information is considered a major factor in the low evaluation score.

B. Evaluations from Diplomatic Viewpoints

Figure 2-8 shows the distribution of scores for "Diplomatic Importance." Forty-seven projects scored 3.00 or higher, and none scored below 2.50. Figure 2-9 shows the distribution of scores for "Diplomatic Impact." Twenty-six projects scored 3.00 or higher, but 12 scored below 2.50.

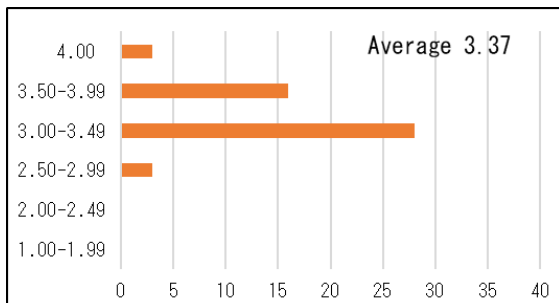


Figure 2-8 Distribution of Diplomatic Importance Scores

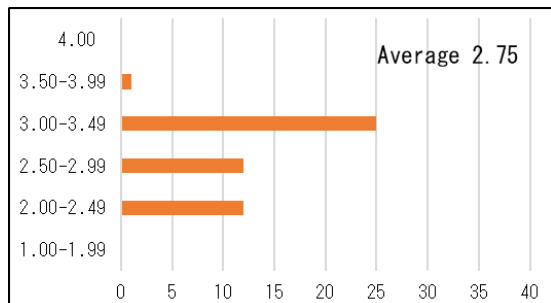


Figure 2-9 Distribution of Scores for Diplomatic Impact

Figure 2-10 shows the distribution of scores for "Visibility Required for Japanese Funding." Here, the concept of "visibility" is important to make international cooperation funded

by Japan legitimately visible to local governments/residents and the international community, thereby fostering trust in Japan, enhancing Japan's influence, and reinforcing the legitimacy of international cooperation by Japan. Twenty-nine projects scored 3.00 or higher, while 7 scored below 2.50. The latter either lacked description of Diplomatic Viewpoints in project completion reports or mentioned about visibility but failed to provide sufficient evidence. However, there were a few cases where visibility was intentionally avoided for mitigating risk due to the location being a conflict zone.

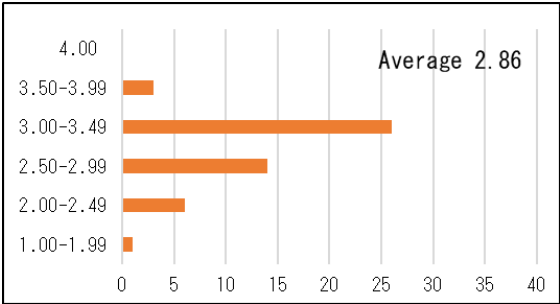


Figure 2-10 Distribution of Overall Scores on Visibility Required for Japanese Funding

C. Summary

As the primary reason for implementing Japan's Grant (through International Organizations), "utilizing the specialized experience of collaborating international organizations" scored 3.62, followed by "areas/regions difficult to access through bilateral cooperation" (2.87). Only two projects received low scores regarding the "necessity of Grant (through International Organizations)." Considering the region and expertise involved, these projects could have been implemented by JICA.

From the Development Viewpoints, no projects showed particular issues regarding "Relevance of Policies." For "Effectiveness of Results," 41 projects scored 3.0 or higher in "overall score," indicating a fairly high value, although 2 projects scored below 2.5. For "Appropriateness of Processes," the average overall score was 3.19, with 40 projects scoring 3.0 or higher, indicating a fairly high value, although 2 projects scored below 2.5. The average overall score from the "Development Viewpoints," which comprehensively considers "Relevance of Policies," "Effectiveness of Results," and "Appropriateness of Processes," is 3.18. While 41 projects scored 3.0 or higher, indicating a fairly high value, 5 scored below 2.5. These low-scoring projects faced conditions where the number of beneficiaries was difficult to predict during project formulation. This resulted in significantly fewer actual beneficiaries or procurement delays due to various circumstances that prevented the timely provision of equipment. If unavoidable circumstances existed, project completion reports should fully mention these details. Furthermore, if outcomes or impacts had not been achieved at the time of the project completion report, information should be included indicating the conditions under which they can be expected.

From the Diplomatic Viewpoints, 47 projects received a score of 3.0 or higher for "Diplomatic Importance," with none scoring below 2.5. Regarding "Diplomatic Impact," while 26 projects scored 3.0 or higher, 12 scored below 2.5, indicating a certain number of cases with

lower scores. Overall, while the diplomatic importance scores are quite high, for the project with lower scores, it is difficult to assess the diplomatic impact based on the results of a single project.

Regarding the "Visibility Required for Japanese Funding" rating, 29 projects scored 3.0 or higher, while 7 scored below 2.5. Projects with problems about visibility of Japan's funding were also observed. While most of project completion reports included detailed descriptions of the effort to ensure visibility of Japan's funding, by photographs and web pages, others contained little to no description, indicating a significant variation among reports. It is necessary to prepare a guidance note or ensure that the descriptions about visibility are included, and to disseminate this information to each international organization's offices (local, Tokyo-based, and regional). Even within the same international organization, there are significant differences in the quality of reports between projects. It would be feasible to select the best report that describes the visibility efforts among several major international organizations, and have each organization use them as reference.

If there is insufficient evidence in project completion reports for readers to make value judgments, their assessment of the project will decline. While the international organization decides what to include in project completion reports, it is desirable for Japan, as the funding provider, to convey the necessary items in the reports in advance, such as "visibility of Japan's funding."

3 Overview of the Online Questionnaire Survey

(1) Method of Analysis

This evaluation covers grant projects of this scheme under E/N signed between JFYs 2019 and 2023 and completed within the two-year period from JFYs 2022 to 2023 (excluding food assistance). To derive practical lessons learned and recommendations, this evaluation conducted an online questionnaire survey for Japan's diplomatic missions and international organizations (their offices in Japan and headquarters).

The Kobo Toolkit was used to prepare the online questionnaire. Questions were designed to gather as much information as possible, including multiple-choice and open-ended questions on the scheme's significance and issues.

(2) Survey Targets

For Japan's diplomatic missions, the survey targeted the 10 countries with the highest number of projects between JFYs 2022 and 2024. For international organizations, given that 9 organizations were among the top 10 in JFYs 2022 - 2024, the survey covered the top 11 target organizations, including UNFPA (ranked 11th), which implemented one of the case study projects. The targeted diplomatic missions and international organizations for the online questionnaire survey are as follows.

Table 2-6 Survey Targets (Japan's Diplomatic Missions and International Organizations)

	Targets of the Online Questionnaire Survey
Japan's diplomatic missions	Syria, Bangladesh, Myanmar, Iran, Philippines, Timor-Leste, Yemen, Mozambique, Egypt, and Haiti
International organizations	UNDP, UNHCR, UNFPA, WFP, UNICEF, IOM, WHO, UNOPS, UNODC, UNIDO, and FAO

(3) Survey Results

The summary of the online questionnaire survey results is as follows.

A. Relevance of Policies

(A) Consistency with the Development Cooperation Charter, Sectoral/Regional Policies, and Sustainable Development Goals (SDGs) (Japan's diplomatic missions)

Responses from Japan's diplomatic missions indicated consistency with the Development Cooperation Charter, sector-specific regional policies, and the SDGs.

Table 2-7 Policies/Guidelines that the Project is Consistent with (Japan's Diplomatic Missions)

Items	Number of Japan's diplomatic missions
The Country Development Cooperation Policy	10
Sector-Specific Regional Policies	10
SDGs	10

(B) Consistency with International Organizations' Country Programs or Japan's Development Cooperation Policy (International Organizations)

Regarding international organizations, the team surveyed whether projects under this scheme are incorporated into the international organizations' country programs and whether the Country Development Cooperation Policy of Japan is taken into account during the formulation and implementation of these projects. All international organizations responded affirmatively to both questions.

Table 2-8 Consistency with International Organizations' Country Programs and Japan's Country Development Cooperation Policy (International Organizations)

Item	Number of international organizations
The project is incorporated into the international organization's country program (Answer: Yes).	11
International organization is aware of the Country Development Cooperation Policy during project formulation and implementation under this scheme (Answer: Yes).	11

B. Effectiveness of Results

The Effectiveness of Results will be assessed by confirming the outcomes of the projects under evaluation through meta-analysis and case study responses. Therefore, the online

questionnaire confirmed the extent to which projects were formulated in line with the scheme's intended points. Of Japan's 8 diplomatic missions that provided valid responses, all reported that the projects they implemented under this scheme corresponded to cooperation in the sector/area that JICA cannot access.

Table 2-9 The Points of the Scheme that the Project Applied (Japan's Diplomatic Missions)

Item	Japan's diplomatic missions (Number)
Assistance to the sector/ area that JICA cannot access	8
Cooperation leveraging the unique strengths of international organizations, such as their expertise and neutrality	5
Coordination with bilateral cooperation	1

Note: Valid responses: 8

C. Appropriateness of Processes

(A) Availability of Reference Materials for This Scheme

At the outset of this evaluation, the evaluation team was unclear on how the process—from project formulation to implementation and completion—was advanced under this scheme. Given that personnel changes occur every few years at Japan's diplomatic missions and international organizations, the team inquired whether any guidance notes exist in their offices to ascertain how information is kept and shared within each organization.

Only 2 out of 10 Japan's diplomatic missions had created such notes. However, this does not mean the guidance notes are unnecessary; 4 missions responded that notes were needed when asked about issues related to this scheme. Regarding international organizations, 10 indicated they had taken action. 6 of those 10 answered that their offices in Japan had created internal guidance notes.

(B) Role Distribution within International Organizations

Regarding the division of roles within international organizations for the entire process of project management such as project formulation, implementation, reporting, publicity, and ex-post evaluation, responses were requested from each organization, categorized across four levels: headquarters, office in Japan, regional offices, and country offices. The results are shown in the table below (total number of international organizations responded: 11).

Table 2-10: Division of Responsibilities Among Headquarters, Japan Offices, Regional Offices, and Country Offices of International Organizations (Number of Organizations)

	PF (Coordination with MOFA)	PF (Coordination with DM)	PF (Coordination with the recipient gov.)	PF (documentation & information collection)	Reporting to DM (implementation phase)	Project Implementation and supervision	Completion Report	Public Relation	Ex-post Evaluation	Others
Headquarter	7	2	2	4	1	5	3	7	2	5
Japan Office	7	1	1	3	0	0	0	7	0	3
Regional Office	1	2	3	2	1	4	3	6	3	4
Country Office	0	10	10	9	10	11	10	10	8	2

Note: PF: Project Formulation, DM: Diplomatic Mission (Japan)

It was confirmed that most country offices handle nearly all tasks from project formulation to project completion reports, except for coordination with MOFA headquarters. Meanwhile, for many international organizations, their office in Japan and headquarters handled consultations and coordination with MOFA during project formulation. Regarding public relations, most international organizations handled this at all levels. Regarding ex-post evaluation, interviews confirmed that they conduct ex-post evaluations as one of their interventions for their country assistance programs that include the projects under this scheme.

D. Evaluations from Diplomatic Viewpoints

(A) Diplomatic Importance

This section asked Japan's diplomatic missions how this scheme contributed to the "Priority of the International Community/Regions and Global Issues."

Japan's diplomatic missions responded that this scheme contributed to countries and regions facing political and social instability by providing support in the security, governance, and humanitarian sectors. They also noted that it contributed to improving healthcare services during the COVID-19 pandemic. The team also observed that in some cases the short timeframe from project formulation to approval enabled swift support delivery. For example, when large-scale natural disasters coincided with the COVID-19 pandemic, the short timeframe enabled Japan to contribute to improving the nutritional status of tens of thousands of citizens.

(B) Diplomatic Impact

This section asked whether this scheme enhanced Japan's voice/presence in the international community. Japan's diplomatic missions reported cases where Japan secured its presence in "UN-led international initiatives" in unstable countries, thereby strengthening its influence within a bilateral context. Cases were also reported where cooperation leveraging Japan's comparative advantages strengthened Japan's presence such as being recognized as a major donor within donor groups through a series of supports under this scheme, and where Japan's strengths in disaster response were widely acknowledged by local government officials and donor counterparts.

4 Case Studies

(1) Overview of Case Study Projects

The present evaluation conducted case studies on four projects implemented in three countries, Ghana, Sierra Leone, and the Philippines. The findings for each project are presented below.

A. Case Study: Ghana UNICEF Collaboration

Project Title: The Project for Improving Nurturing Care through the Use of Maternal and Child Record Book (through UNICEF)		
[Beneficiary Effect] In 80 districts across nine regions with low maternal and child health and nutrition indicators, the project aims to contribute to improving Ghana's health services by strengthening its nurturing services (continuum maternal and child healthcare services from prenatal and postnatal periods through early childhood) through the provision of Maternal and Child Record Books and infant measurement equipment, as well as capacity building for healthcare workers.		
Recipient Country	Ghana	Main Activities: 1. Provide training on use of the Maternal and Child Record Book, and supply the Maternal and Child Record Books and infant height-measuring devices, and related materials. 2. Strengthen capacity for planning, implementation, and monitoring of nurturing care services. 3. Improve the quality of care by incorporating the 5S-KAIZEN-TQM approaches in pilot districts.
Implementing Agency	UNICEF Ghana	
Project Period	March 11, 2020 – March 31, 2022	
Grant Limit	100 million yen	
Notes	<ul style="list-style-type: none"> • Coordination with JICA "Project for Improving Continuum of Care for Mothers and Children through the Introduction of Combined Maternal and Child Health (MCH) Record Book (2018-2022)". • Coordination with development agencies, including WHO, WFP, Japanese Organization for International Cooperation in Family Planning (JOICFP), United States Agency for International Development (USAID), and Department for International Development (DFID), etc. 	
Items	Verification Results	
Relevance of Policies	<p>(i) Consistency with the Government of Japan's Higher-Level Policies: Consistency with the Development Cooperation Charter (2015) was confirmed, specifically with the "Basic Design for Peace and Health" (September 2015), which identifies the promotion of UHC as a priority policy area.</p> <p>(ii) Consistency with International Priority Issues: Contribution to SDG 2 (Zero Hunger) and SDG 3 (Good Health and Well-being) is confirmed through improvements in nurturing care for infants and young children as well as enhanced continuum of care for mothers and children.</p> <p>(iii) Consistency with Ghana's Development Plan: The Government of Ghana prioritizes achieving UHC and is implementing initiatives to improve access to healthcare and nutrition services through policies such as the National Nutrition Policy and Community-based Health Planning and Services (CHPS). This project is aligned with these national policies.</p> <p>(iv) Consistency with Japan's Country Development Cooperation Policy to the Republic of Ghana: The project remains consistent with the priority area, "Health and Science/Mathematics Education" under the Basic Policy of Assistance, "Promoting Dynamic Economic Growth that Benefits the People Widely," as outlined in Japan's Country Assistance Policy for the Republic of Ghana (April 2012).</p> <p>(v) Consistency with International Organizations' Country Programs and Expertise: The project consistent with the priority area, "Every child survives and thrives" in the "UNICEF Strategic Plan (2018–2021; 2022-2025)" and "UNICEF contribution to Africa's Development Agendas (2024-2028)".</p> <p>(vi) Japan's Comparative Advantages: Japan has supported the development and dissemination of Maternal and Child Record Book in countries around the world for more than 20 years. In Ghana, JICA has also played a significant role in supporting the development and nationwide introduction of the Maternal and Child Record Book. This project utilized the tools, technical expertise, and experience provided by JICA to further promote the effective use of the handbook. In addition, the 5S-KAIZEN-TQM approaches were introduced in areas where the Japanese NGO JOICFP had previously implemented JICA Partnership Program.</p>	

Effectiveness of Results	(i) Inputs: The project period and budget were implemented as planned.													
	(ii) Outputs: All three outputs were achieved. <ul style="list-style-type: none"> "1. Training on use of the Maternal and Child Record Book, distribution of Maternal and Child Record Books and infant height-measurers, etc." By the end of the project, a total of 4,074 healthcare workers had completed the training, surpassing the target number. In addition, 8,450 sets of "Maternal and Child Record Book Guidelines," "Childcare resource packs", and supplementary flipcharts were distributed. The project also provided 800 infant measuring devices and 160,000 copies of Maternal and Child Record Books. (See table below) <p>Output 1: Number of Participants in the Maternal and Child Record Book utilization training and distribution status of guidelines, and other materials etc. (Source: UNICEF)</p> <table border="1"> <thead> <tr> <th></th> <th>Goal</th> <th>2022</th> <th>2025</th> <th>Remarks</th> </tr> </thead> <tbody> <tr> <td>Number of Training Participants</td> <td>3,200</td> <td>4,074</td> <td>270</td> <td rowspan="2">Training and the distribution of related tools continued even after the completion of the project, supported by other funding sources such as contributions from the French Embassy.</td> </tr> <tr> <td>Distribution of "Maternal and Child Record Book Guidelines" and "Childcare resource packs"</td> <td>1,500</td> <td>8,450</td> <td>4,000</td> </tr> </tbody> </table> <ul style="list-style-type: none"> "2. Strengthening capacity for planning, implementation, and monitoring of nurturing care services." Exit surveys were conducted in December 2021 and March 2022 in the project implementation areas, targeting a total of 2,747 mothers and caregivers of children under five. The utilization rate of the Maternal and Child Record Book increased from 86.8% to 89.5%, and the proportion of caregivers receiving nutrition counseling increased from 33.8% to 65.5%. Planning and monitoring of activities related to these projects were incorporated into the regular supportive supervision and monitoring framework of the Ministry of Health and the Ghana Health Service. "3. Improving the quality of care by incorporating the 5S-KAIZEN approach in pilot districts." In collaboration with the Japanese NGO JOICFP, a total of 144 Community Health Workers (CHWs) (49 women, 95 men) received training through workshops. In addition, 101 healthcare workers were trained on data management and reporting tools for reproductive health and maternal and child follow-up care services. 		Goal	2022	2025	Remarks	Number of Training Participants	3,200	4,074	270	Training and the distribution of related tools continued even after the completion of the project, supported by other funding sources such as contributions from the French Embassy.	Distribution of "Maternal and Child Record Book Guidelines" and "Childcare resource packs"	1,500	8,450
	Goal	2022	2025	Remarks										
Number of Training Participants	3,200	4,074	270	Training and the distribution of related tools continued even after the completion of the project, supported by other funding sources such as contributions from the French Embassy.										
Distribution of "Maternal and Child Record Book Guidelines" and "Childcare resource packs"	1,500	8,450	4,000											
	(iii) Outcomes and Impact: The following improvements in health services were confirmed. <ul style="list-style-type: none"> Under the strong leadership by Ghana's Ministry of Health and the Ghana Health Service, and through synergy with the JICA "Project for Improving Continuum of Care for Mothers and Children through the Mother and Child Health Handbook (April, 2018-January, 2022)", nationwide distribution of the Maternal and Child Record Books was achieved. Funding from Government of Ghana continues to support the annual printing and distribution of one million free Maternal and Child Record Books. Training on the use of the Maternal and Child Record Book continues with support from other donor funds (see table above). From regional core hospitals to primary healthcare facilities (including CHPS), the Maternal and Child Record Book has been positioned and utilized nationwide as: "a household record for maintaining and tracking maternal and child health data," "a visual aid for nutrition counseling," "a health education tool on danger signs for newborns and early child development," and "a tool to promote birth registration and personal identification". At the same time, challenges were observed in some facilities such as incorrect use of child physical measurements, data recording, and growth charts by healthcare staff. In response, follow-up support is being provided through supportive supervision by regional and district health offices, the dispatch of Japan Overseas Cooperation Volunteers (JOCV), and other training opportunities. Furthermore, through other Grant projects (through WFP), pilot initiatives are underway to reduce user burdens by digitizing Maternal and Child Record Book 													

	<p>within medical facilities and to improve data utilization.</p> <ul style="list-style-type: none"> Monitoring indicators identified through the 5S-KAIZEN-TQM approaches have been incorporated into the national, regional, and district-level monitoring frameworks as essential elements of the Ministry of Health's "Improving Quality of Care" initiative, contributing to the quality of improved healthcare services. Officials from relevant ministries stated that this project contributed to the reduction of stunting among Ghanaian children under five (17.1% in 2019, 15.6% in 2024) and mortality rates (43.9 per 1,000 population in 2019, 37.1 per 1,000 population in 2023) (Source: WHO).
Appropriateness of Processes	<p>(i) Appropriateness of Processes: Internal documents referenced by embassy staff and UNICEF's internal documents related projects funded by the Government of Japan were available, although both are non-public. From the project formulation stage, Ghana's national initiatives were incorporated, and the project design was developed through close coordination and consultation with JICA personnels. Although initial adjustments to the project plan were required due to the impact of the COVID-19 pandemic, these revisions were appropriately implemented through consultation, review, and established procedures among relevant stakeholders. UNICEF, with leadership from Japanese staff and personnel experienced in collaboration with Japan, regularly reported and shared information with the Japanese side.</p> <p>(ii) Appropriateness of the Implementation Structure: Multiple meetings were convened among Ghana Health Service, UNICEF, JICA Ghana Office, and JICA experts. Close coordination was maintained to address operational issues, particularly those related to training modalities and monitoring implementation during the COVID-19 pandemic.</p> <p>(iii) Monitoring, Evaluation and Information Disclosure: Joint monitoring involving multiple development partners and officials from relevant ministries and agencies, organized annually by the Ministry of Health, was conducted, along with project monitoring and evaluation carried out by the UNICEF Ghana Office. The reports from these monitoring activities were not publicly disclosed. No ex-post evaluation was conducted following the completion of the project.</p>
Diplomatic Importance	<p>(i) Importance for Addressing International and Regional Priority Issues: This project is of high significance as it contributes to the realization of the "Promote UHC and Africa Health and Wellbeing Initiative" outlined at the Tokyo International Conference on African Development (TICAD) 7.</p> <p>(ii) Importance for Bilateral Relations: This scheme offers the advantages of a short lead time from planning to implementation, allowing for rapid provision of support in response to requests or identified needs, as well as the ability to implement highly impactful projects by leveraging the specialized expertise and experience of international organizations. This project received strong commendation from the Ministry of Health and the Ghana Health Service, thereby contributing to further strengthening bilateral relations.</p> <p>(iii) Importance for Japan's peace, stability, and prosperity, and for the safety and prosperity of the Japanese people/company The involvement of multiple actors—including the UNICEF staff of Japanese nationality, JICA experts, domestic NGOs, and international organizations—contributed to enhancing Japan's presence, expanding aid effectiveness, and facilitating the entry of Japanese companies. Furthermore, Japan secured the continued support of the Government of Ghana in crisis management and ensuring the safety of Japanese nationals.</p>
Diplomatic Impact	<p>(i) Ripple Effects on the International Community and Bilateral Relations: Diplomatic ripple effects were observed in the following areas.</p> <ul style="list-style-type: none"> Media coverage related to these projects was collected through various channels, including newspapers and press releases. Japan's support—of which these projects formed an important source—continues to be highly valued by Ministry of Health and Ghana Health Service. Regular expressions of gratitude stated during high-level meetings indicate that such support contributes significantly to strengthening and sustaining Japan's presence in Ghana. However, it was noted

	<p>that officials whom were met at the Ministry of Finance and Ministry of Foreign Affairs were not fully aware that this scheme, implemented through international organizations, was supported by the Government of Japan. This finding highlighted the need for improvements in ensuring Japan's visibility in the implementation of this scheme.</p> <ul style="list-style-type: none"> • Japanese staff at UNICEF played an important role in enhancing international recognition of Japan by engaging in implementation supervision that was closely aligned with field needs. In addition, the project contributed to increasing the number of Japanese personnel in international organizations, as demonstrated by a Junior Professional Officer (JPO) involved in the project who became a UNICEF regular staff member. • By leveraging UNICEF's expertise to expand the use of Maternal and Child Record Book, the project contributed to increasing global recognition of this key pillar of JICA's support. In addition, it contributed to the publication of "Strengthening implementation of home-based records for maternal, newborn and child health: a guide for country programme managers" that was jointly developed by WHO, UNICEF, and JICA. • Plans are underway to use this project in Ghana as a model for promoting the use of the Maternal and Child Record Book in Sierra Leone and Liberia under the same scheme.
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B. Case Study: Sierra Leone IOM Collaboration

Project Title: The Project for Reducing the Risk of Irregular Migration through Employment Promotion and Entrepreneurship Support for the Youth (through IOM)	
[Beneficiary Effect] To promote youth employment and reduce human trafficking in Sierra Leone, thereby contributing to strengthening the country's human capital through human resource development support.	
Recipient Country	Sierra Leone
Implementing Agency	IOM Sierra Leone
Project Period	May 1, 2019 – April 30, 2022
Grant Limit	481 million yen
	Main Activities <ol style="list-style-type: none"> 1. Provision of Equipment for Vocational Training Centers (tractor, grader, etc.) 2. Providing vocational training opportunities for youth and women, implementing capacity building, leading to employment 3. Supporting Sierra Leonean entrepreneurs and fostering industrial human resource development among the country's youth 4. Conducting awareness campaigns through various channels such as media, internet, and events to inform about the dangers of irregular migration.
Notes	<ul style="list-style-type: none"> • Collaboration with private companies from the start of training to implement programs, enabling training content aligned with labor market needs. • During the project period, IOM signed a partnership agreement with Sierra Tropical Limited, established by ITOCHU Corporation through Dole Asia Holdings Pte. Ltd., at ITOCHU Corporation's headquarters in Tokyo. This contributed to the creation of employment opportunities.
Items	Verification Results
Relevance of Policies	<p>(i) Consistency with the Government of Japan's Higher-Level Policies: This project contributes to the peace and stability of Sierra Leone, which is steadily progressing from the "reconstruction" phase to the "development" phase, by contributing to youth employment, a major issue following its conflict.</p> <p>(ii) Consistency with International Priority Issues: Contributes to SDG Goals 4 ("Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.") and 8 ("Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all").</p> <p>(iii) Consistency with Sierra Leone's Development Plan: The Government of Sierra Leone prioritizes youth employment in its Medium Term Development Plan (MTDP) 2019-2023. The case study project aimed to address the issue in</p>

	<p>alignment with the MTDP from its inception. Furthermore, youth employment remains in the BIG 5 Game Changer, a strategic agenda promoted by the Sierra Leonean government in the current MTDP, indicating that consistency and importance remain unchanged.</p> <p>(iv) Consistency with Japan's Country Development Cooperation Policy to the Republic of Sierra Leone: The Country Assistance Policy for Republic of Sierra Leone sets "Establishment of Economic and Human Resource Base to Accelerate Development" as its basic policy of assistance. The case study project aligns with the strengthening of the human resource base within the basic policy.</p> <p>(v) Consistency with International Organization Expertise: IOM has had expertise and project implementation experience relevant to the case study project. Since the project's inception, IOM has collaborated with the Government of Sierra Leone, universities, vocational training institutes, and others to address the issue of "irregular migrants" through vocational training and entrepreneurship programs.</p> <p>(vi) Japan's comparative advantage: Through collaboration with Sierra Tropical Limited, the project delivered vocational training that led to actual employment opportunities.</p>
Effectiveness of Results	<p>(i) Inputs: Implemented as planned.</p> <p>(ii) Outputs: The set output indicators were largely achieved.</p> <p><u>Output 1: Vocational Training</u></p> <ul style="list-style-type: none"> • The Sumbuya Training Center was constructed in the Bo district, where the Sierra Tropical Limited is located. Sixteen vocational training curricula were developed, and the following training sessions were conducted: <ul style="list-style-type: none"> ✓ Instructor Training: Thirty individuals were trained as instructors. ✓ Training for Youth: Short-term training programs were conducted, including tractor operator training, fisheries training under the Ministry of Youth Affairs' "Youth in Fisheries Programme," and cultivator training by the Ministry of Agriculture and Food Security, among others. A total of 1,063 individuals (including 374 women) participated in these training programmes. In-service training for workers already employed by companies and other entities was also attended by 1,461 participants (including 525 women). • Furthermore, internship opportunities were provided, including internships for tractor operation training graduates, cultivator training graduates, and a program in collaboration with UNDP and Ernest Bai Koroma University of Science and Technology. A total of 469 young people (including 193 women) participated. • Furthermore, awareness-raising activities to prevent irregular migration were conducted through events such as the Global Migration Film Festival and International Youth Day, as well as radio and television programs. <p><u>Output 2: Entrepreneurial Development</u></p> <ul style="list-style-type: none"> • 418 entrepreneurs were supported, including 163 women. • Through collaboration with the ILO, 18 trainers for the entrepreneur support program were trained and awarded certificates. • Participants for the general entrepreneurship program were recruited through an open registration. From 2,400 applicants, 240 were ultimately selected and underwent training. Of these, 198 entrepreneurs (including those who participated as groups) successfully completed the training. 144 business support kits were provided. Furthermore, as part of the mentoring activities, training instructors and IOM staff monitored the progress of entrepreneurs' businesses following the training program and provided advice to entrepreneurs as needed. • Additionally, a support program for waste collection with 220 participants was implemented by the Freetown City Council. • A crowdfunding initiative was also organized, with 16 entrepreneurs participating and raising \$930. <p>(iii) Outcomes and Impact: Positive outcomes and impact were achieved for both Outputs 1 and 2.</p> <p><u>Output 1</u></p> <ul style="list-style-type: none"> • Through the tractor operator training and subsequent internship, 18 individuals

	<p>were employed by Sierra Tropical Limited. A field survey confirmed that 10 of the 18 individuals remain employed.</p> <ul style="list-style-type: none"> Furthermore, based on experience from the case study project, the company adopted a hiring process for tractor operators that included training at the Sumbuya Training Center and followed by an internship program. In 2025, UNDP funded the training. <p><u>Output 2</u> Entrepreneurs of waste management supported by the Freetown City Council scaled up their projects, obtaining contracts with large clients like schools to expand operations.</p> <ul style="list-style-type: none"> Some interviewed beneficiaries stated, "Before participating, I had considered irregular migration, but after joining the training and being hired by Sierra Tropical Limited, I decided not to be an irregular migrant." While the extent of achievement toward the project's goal of reducing irregular migration cannot be quantified, the presence of such beneficiaries suggests the case study project played a role in preventing irregular migration.
Appropriateness of Processes	<p>(i) Appropriateness of Processes: The IOM Japan office created a guidance note to serve as a standard for internal approval processes during project initiation procedures, applications to modify the plan of the project or extensions of project period, and completion report preparation.</p> <p>The MOFA issued a call for proposals to the IOM Japan office. The IOM country office formulated a project proposal in coordination with the IOM Japan office. This process involved personnel from Sierra Tropical Limited, with whom the IOM Sierra Leone office had established the network, and proceeded with the project development in collaboration with government officials from Sierra Leone.</p> <p>(ii) Appropriateness of the Implementation Structure: After approval of the project, the IOM country office further specified project details in consultation with the Ministry of Youth Affairs as well as relevant ministries and agencies.</p> <p>In Sierra Leone, youth constitute 70% of the population, making them a crucial factor in maintaining the country's stable peace. By placing this issue at the core of the project, it was implemented in close consultation and communication with the government. Demand-driven vocational training and entrepreneurship development, addressing the core issues in this manner, enabled the government to gain confidence in these activities. As a result, outcomes and impacts were sustainably achieved.</p> <p>The Deputy Ministers of the Ministry of Youth Affairs and the Ministry of Agriculture and Food Security were stakeholders in this project and led their respective ministries based on lessons learned from the activities.</p> <p>(iii) Monitoring, Evaluation, and Information Disclosure: Interim reports were submitted every six months. A few Japanese personnel were assigned to ensure smooth communication with the Embassy of Japan in Ghana, which covers Sierra Leone. The evaluation team confirmed that IOM/Japan stickers were properly affixed to facilities and equipment (confirming the continued use of equipment as well). There was no visibility issue observed.</p>
Diplomatic Importance	<p>(i) Importance for Addressing International and Regional Issues: Contribution to Global Issues: Contributed to addressing the issue of irregular migration from Africa to Europe and other regions.</p> <p>(ii) Importance for Bilateral Relations: The Embassy of Japan in Ghana believes that a short timeframe of receiving a request to project formulation/initiation leaves a strong impression on the recipient country and leads to higher evaluations. Immediate response to the needs and high development impact leads to high evaluations from the recipient government, making this scheme crucial for strengthening bilateral relations.</p> <p>According to the Ministry of Foreign Affairs of Sierra Leone, Japan and Sierra Leone have long maintained good bilateral relations, and support from the Government of Japan through this scheme contributes to strengthening diplomatic ties. It is fully recognized that the projects implemented by IOM and UNIDO were supported by the Government of Japan.</p> <p>(iii) Importance for Japan's Peace, Stability, and Prosperity, and the Safety and</p>

	<p>Prosperity of the Japanese People/ Company: This project supported the local operations of Sierra Tropical Limited, which was advancing factory construction at the time. The approach to human resource development through the IOM projects continues to be used as a model by the company.</p>
Diplomatic Impact	<p>(i) Ripple Effects on the International Community and Bilateral Relations: The Ministry of Foreign Affairs of Sierra Leone expressed the view that although the projects were implemented through an international organization, the fact that the Japanese Ambassador visited Sierra Leone to sign the E/N made it clear that the support came from the Government of Japan. The Ministry of Youth Affairs also noted that the Japanese Ambassador to Ghana, who is also accredited to Sierra Leone, frequently visits the country, thereby reinforcing recognition that the case study project is a joint initiative between IOM and Japan.</p>

C. Case Study: Philippines UNFPA Collaboration

<p>Project Title: The Project for the Capacity Building of the Bangsamoro Transition Authority for Supporting Social Reintegration of Former Female Soldiers (through UNFPA)</p>		
<p>[Beneficiary Effect] This project contributes to sustainable peace and development in Mindanao by supporting the social reintegration of female ex-combatants, promoting civil society dialogue to advance the rights of women and children, and strengthening systems that ensure a safe childbirth system.</p>		
Recipient Country	Philippines (BARMM)	<p>Main Activities:</p> <ol style="list-style-type: none"> 1. Reintegration of female ex-combatants: providing skills training and awareness-raising sessions on gender equality for former female combatants 2. Strengthening reproductive health including emergency obstetric care and family planning: provision of equipment and medicines to emergency obstetric care facilities, skills training for health officials, etc. 3. Expanding community-level dialogue on the women's and girl's rights and peacebuilding: developing manuals for such dialogue in local languages, etc.
Implementing Agency	UNFPA Philippines	
Project Period	February 2020 - March 2021	
Grant Limit	Approximately 147 million yen	
Item	Verification Results	
Relevance of Policies	<p>(i) Consistency with the Government of Japan's Higher-Level Policies: Consistency with the priority policies of the Development Cooperation Charter (2015), including "sharing universal values and realizing a peaceful and secure society," as well as with Japan's efforts to realize a Free and Open Indo-Pacific (FOIP) is confirmed.</p> <p>(ii) Consistency with International Priorities: At the time of planning, the Philippines' maternal mortality ratio (MMR) remained high at 121 per 100,000 live births (2017), preventing the country from achieving Goal 5 (Maternal Health) of the United Nations Millennium Development Goals (MDGs). This project sought to address vulnerabilities in the health sector and contributes to the country's efforts to achieve the SDGs. Consistency with the Humanitarian-Development-Peace Nexus (HDP Nexus) and WPS is confirmed, with a particular emphasis on women's empowerment.</p> <p>(iii) Consistency with Philippine Development Plan: As part of the transition process under the Comprehensive Agreement on the Bangsamoro (2014) between the Government of Philippines and the Moro Islamic Liberation Front (MILF), the Bangsamoro Organic Law was enacted in 2018. Following a 2019 referendum, the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) was formally established, and the Bangsamoro Transition Authority (BTA) was constituted. Under the Normalization Annex of the Comprehensive Agreement on the Bangsamoro, the decommissioning of the MILF's military wing, the Bangsamoro Islamic Armed Forces (BIAF), was identified as an urgent priority. The BIAF included the Bangsamoro Islamic Women Auxiliary Brigade (BIWAB), an all-female auxiliary force. Facilitating the decommissioning, reintegration, and social reinsertion of these female soldiers was an immediate issue.</p>	

	<p>(iv) Consistency with Japan's Country Cooperation Policy: The project remains fully consistent with the priority areas at the time of planning, "peace and development in Mindanao," as well as with the priority areas of the current Country Development Cooperation Policy (September 2023), "Establishing peace, stability, development and progress in Mindanao."</p> <p>(v) Consistency with International Organizations' Country Programs and Expertise: As the lead UN agency for reproductive health and response to gender-based violence, UNFPA has continued to play a central role in aid and donor coordination in the Philippines, including Mindanao. At the planning stage, UNFPA's technical expertise and extensive local networks were essential in conflict-affected areas such as Lanao del Sur Region, Maguindanao Region, and Marawi City. The project was aligned with and subsequently incorporated into UNFPA Philippines' Eighth Country Programme (2019-2023).</p> <p>(vi) Japan's Comparative Advantage: Japan has provided continuous and strong support for peacebuilding in Mindanao through initiatives such as the Japan-Bangsamoro Initiatives for Reconstruction and Development (J-BIRD), launched in 2006. Japan has proven performance in areas such as maternal and child health and gender equality.</p>
Effectiveness of Results	<p>(i) Inputs: The project period and budget were implemented as planned.</p> <p>(ii) Outputs: The three set output indicators were largely achieved.</p> <ul style="list-style-type: none"> • The "Reintegration of female ex-combatants" initiative achieved social integration for 500 individuals—significantly exceeding the target of 200—by securing social roles within their communities on project completion (breakdown: 150 women friendly space facilitators, 300 GBV monitoring group members, 35 parasocial workers, 15 paralegals). A female ex-combatant interviewed for this evaluation stated, "Through training and mentoring, being recognized as parasocial workers in our communities has promoted social trust, reintegration, and the restoration of dignity for us BIWAB members." • All indicators were achieved under "Strengthening reproductive health, including emergency obstetric care and family planning." At the regional level, a Maternal Death Surveillance and Response (MDSR) Committee was established. It conducts quarterly analysis and discussions on mortality cases, reviews countermeasures/efforts, forms action plans for implementing countermeasures, and takes budgetary measures. Specifically, delayed access to medical facilities during complications like hemorrhage during home births was recognized as a contributing factor to maternal deaths. • "Expanding intergenerational dialogue on the women's and girls' rights and peacebuilding" faced challenges in conducting in-person activities due to COVID-19 impacts. However, shifting to radio broadcasts enabled broad outreach. <p>(iii) Outcomes and Impacts: Both indicators for the outcome "reaping the peace dividend for women and girls in the BARMM" are on track for achievement at the time of this evaluation. Indicator 1, "percentage of births delivered by traditional provider," showed a decreasing trend in Maguindanao at the time of evaluation, despite an increase in home births due to COVID-19, and achieved the target value in Marawi City. Indicator 2, "number of GBV caseload being reported through the GBV referral pathways in project sites observed," achieved its target by project completion, demonstrating the effectiveness of GBV referral pathways in target provinces.</p> <p>Additionally, positive impacts were confirmed, including improved coordination and collaboration capabilities among officials from relevant agencies, the institutionalization of UNFPA's "Cash for Health" (cash transfers for pregnant women and new mothers)⁷ within the BARMM Ministry of Health budget, and the introduction of a system for training and deploying para-social workers by the Ministry of Social Services and Development. It is noteworthy that the initiatives</p>

⁷ Under "Cash for Health," incentives were provided to cover transportation and medication costs for pregnant women receiving basic health checkups mandated by the BARMM Ministry of Health. Source: UNFPA interview (September 2025)

	introduced through this project have continued to be expanded by UNFPA ⁸ , contributing to locally grounded capacity development and institutional development in the social welfare and health sectors of BARMM.
Appropriateness of Processes	<p>(i) Appropriateness of Processes: Internal reference documents used by embassy staff during project formulation have been available. UNFPA developed several practical tools for activity implementation, ensured quality accountability and contributed to institutional development in BARMM. Project formulation and continuous assessment of target area needs were appropriately conducted. Flexible responses to changing circumstances due to COVID-19 enabled effective approaches. UNFPA also regularly reported and shared information with the Japanese side.</p> <p>(ii) Appropriateness of Implementation Structure: Throughout the entire project cycle, BARMM/BTA government agencies and relevant provincial/municipal agencies were carefully engaged. Seven non-governmental organizations (NGOs) contracted with the UNFPA as Implementing Partners carried out culturally sensitive, community-based activities. According to provincial health office officials and implementing partner NGOs, a key success factor was the proactive participation of relevant stakeholders from the target provinces, municipalities, and local governments, which also contributed to the sustainability of the activities.</p> <p>(iii) Monitoring, Evaluation and Information Disclosure: To address the wide geographic scope, UNFPA established a data management system and received quarterly progress, financial, and issue reports from implementing partner NGOs, ensuring appropriate monitoring of activities at the field level. Furthermore, it was confirmed that visibility as Japanese ODA was ensured, as the Japanese flag was clearly displayed on donated equipment and materials (including maternal kits), on banners during activity events, and at ceremonies and other events. Additionally, UNFPA conducted a program evaluation of its overall Philippines program, including this project, and the report⁹ is publicly available.</p>
Diplomatic Importance	<p>(i) Importance for Addressing International and Regional Priority Issues: Its diplomatic significance is its contribution to the realization of FOIP through peace and stability in Mindanao.</p> <p>(ii) Importance for Bilateral Relations: Since the early 2000s, the Government of Japan has continuously engaged in the peace process and provided development cooperation in the Mindanao region. In 2011, the first meeting between the President of Philippines and the Chairman of MILF was held in Japan, marking a significant turning point in advancing peace efforts. These developments contributed to the signing of the Comprehensive Agreement on the Bangsamoro in 2014, the enactment of the Bangsamoro Organic Law in 2018, and the establishment of the BTA in 2019. The project commenced the following year in 2020, promoting human resource development and infrastructure improvements to strengthen health and social services. These efforts have contributed to the stability and development of the Mindanao region and represent significant outcomes and benefits in fostering mutual trust and strengthening cooperative relations between Philippines and Japan.</p> <p>(iii) Importance for Japan's peace, stability, and prosperity, and the safety and prosperity of the Japanese people/company: The Philippines is located along Japan's vital maritime transport routes. Disruptions to maritime security and stability in this region could directly impact Japan's security and the safe passage of vessels. Furthermore, parts of the Mindanao region had been affected by terrorism, resulting in travel restrictions for Japanese nationals. Through collaboration with international</p>

⁸ As a complementary and phased initiative following this UNFPA project, the UN Secretary-General's Peacebuilding Fund (PBF)-supported Supporting Conflict Transformation Toward Effective Peace-building in the Bangsamoro Region (STEP-BARMM) project provided continued mentoring, livelihood and cooperative support, and other capacity-building assistance to the same women's network, building on the outcomes of this project after its completion in 2021, in order to support the reintegration of BIWAB members into their communities. The initiative also expanded its activities to new areas, including the Special Geographic Areas within BARMM. Furthermore, as a successor and integration phase to these efforts, UNFPA implemented an additional project funded by the Government of New Zealand. Source: UNFPA (October 2025)

⁹ UNFPA .2023. UNFPA Philippines Country Programme Evaluation Eighth Programme Cycle, 2019 – 2023 Evaluation Report

	organizations, this project contributes to peace, stability, and sustainable development in the region, and is therefore beneficial from the perspectives of Japan's security, regional stability, and the business environment for Japanese companies.
Diplomatic Impact	(i) Ripple Effects on the International Community and Bilateral Relations: Japan is recognized as a reliable partner in the Philippines and BARMM, with established influence and presence. According to UNFPA, Japan's ODA contributions through these projects (introduction of the "Cash for Health" initiative, support for social integration of BIWAB members) are highly valued locally, enhancing recognition of Japan as a partner in peacebuilding, gender equality, and reproductive health. In 2025, leveraging the collaboration with BARMM Ministry of Health and Ministry of Social Services and Development, which were counterparts in this project, a new Grant project, "the Project for the Protection and Empowerment of Women for Addressing Women's Health Needs and Responding to Gender-based Violence in Bangsamoro Autonomous Region in Muslim Mindanao (in collaboration with UNFPA)," was launched. This project has also been recognized for its ripple effect in implementing the Philippines' National Action Plan on WPS.

D. Case Study: Philippines IOM Collaboration

Project Title: The Project for the Capacity Building of the Bangsamoro Transition Authority for Strengthening Health Care Services in Remote Islands (through IOM)	
[Beneficiary Effect] This project contributes to sustainable peace and development in Mindanao through the provision of stable electricity to health facilities, thereby supporting the delivery of well-established health care services in remote island areas of Mindanao.	
Recipient Country	Philippines (BARMM)
Implementing Agency	IOM Philippines
Project Period	March 16, 2020 – September 15, 2022
Grant Limit	Approximately 232 million yen
Main Activities:	
1. Providing capacity development support in electricity management for staff of the BARMM Ministry of Environment, Natural Resources, and Energy (MENRE) (Training on GIS-based data collection, data analysis, and mapping related to renewable energy, etc.)	
2. Introducing solar power systems in primary health facilities in the Mindanao islands (Basilan, Sulu, and Tawi-Tawi regions).	
Items	Verification Results
Relevance of Policies	(i) Consistency with the Government of Japan's Higher-Level Policies: The project is aligned with the Development Cooperation Charter (2015), including "sharing universal values and realizing a peaceful and secure society," as well as Japan's efforts to realize a FOIP. In addition, it was consistent with the efforts to achieve UHC outlined in the thematic policy "Basic Design for Peace and Health (September 2015)".
	(ii) Consistency with International Priority Issues: Contributions to SDGs (1, 2, 7, 16) are confirmed through the provision of stable electricity to health facilities. Contributions to "Human Security" are confirmed through improved healthcare services in remote areas and mitigation of climate change risks through solar power generation.
	(iii) Consistency with Philippine Development Plans: The project is aligned with the Philippine Development Plan, the Philippine Energy Plan, the National Health Strategic Plan, and the UHC Law. It also addresses priority issues mentioned in the First Bangsamoro Development Plan (2020-2022) namely, "utilization of natural resources," "improvement of energy development," as well as socioeconomic issues including "access to healthcare services." Through these contributions, the project supports the achievement of a stable, peaceful, and sustainable BARMM.
	(iv) Consistency with Japan's Country Cooperation Policy: The project has been continuously aligned with the priority area of Japan's Country Assistance Policy for the Philippines (September 2023), which prioritizes "Establishing peace, stability, development and growth in Mindanao."

	<p>(v) Consistency with International Organizations' Country Programs and Expertise: Consistency with the Philippines-UN country plan, "Partnership Framework for Sustainable Development 2019 - 2023" is confirmed. In addition, the project follows the IOM-BARMM Cooperation Framework, with a focus on the health sector, peacebuilding, and socio-economic development.</p> <p>(vi) Japan's comparative advantage: Japan's strong presence in peacebuilding in Mindanao, particularly through initiatives such as J-BIRD was beneficial in advancing discussions with relevant stakeholders during the planning and implementation of the project.</p>																					
Effectiveness of Results	<p>(i) Inputs: Due to delays in the procurement processes caused by the COVID-19 pandemic, the project period was extended, and all planned activities were successfully implemented.</p> <p>(ii) Outputs: The two set output indicators were largely achieved.</p> <ul style="list-style-type: none"> • "1. GIS Training for MENRE Staff on Renewable Energy." A total of 69 participants (56 male, 13 female), received training in four sessions: (1) Basic GIS, (2) Advanced GIS, (3) Database Development and Management, and (4) Raster and Drone Image Analysis. In addition, a field visit was conducted for 37 MERE staff members to power plants and potential renewable energy sites within BARMM. Assessment reports on the power supply situation were developed for all five provinces in BARMM. • "2. Introduction of solar power systems for primary health facilities in island areas" Solar power systems were installed at a total of 8 medical facilities: 2 facilities in Basilan Region, 2 facilities in Sulu Region, and 4 facilities in Tawi-Tawi Region. Training on the operation and maintenance of the solar power systems (including aftercare services provided by contractors) was conducted for 71 staff members (39 male, 32 female) at the target health facilities, including 16 technicians (15 male, 1 female). Provision of repair toolkits for targeted facilities were also completed. <p>(iii) Outcomes and Impact: Based on the following points, the project's contribution to improving people's livelihoods and enhancing social stability was confirmed.</p> <ul style="list-style-type: none"> • MENRE utilized GIS skills acquired through training to develop the "Sustainable Energy Master Plan." • The assessment reports that were developed, along with mapping materials for potential renewable energy sites, are being utilized as important foundational information for power generation, transmission, and distribution within the region. For example, they have been used when providing explanations to various stakeholders including potential investors, during the planning of new hydropower facilities. • In the eight health facilities where solar power systems were installed, electricity costs were reduced by 85-98 percent (average 93 percent). The Rural Health Units (RHUs) are now able to operate 24 hours a day, resulting in an expanded and improved quality in health services. Specifically, at the Albarca RHU in Basilan Province, where childbirth assistance had previously been implemented at night using candlelight, the number of deliveries at the health facility increased from six cases in 2020 to 30-40 cases annually from 2022 (see table below). In addition, the RHU had previously been unable to refrigerate medicines including vaccines, requiring staff to travel two hours by motorcycle to the nearest facility whenever cold-chain items were needed. This is no longer necessary, and the RHU is now able to administer necessary medications and vaccines appropriately when required. <p>Change of the number of facility-based deliveries in Albarca RHU (2020-2025) (Source: IOM)</p> <table border="1" data-bbox="432 1812 1382 1946"> <thead> <tr> <th></th> <th>2020</th> <th>2021</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025 (Jan-Jun)</th> </tr> </thead> <tbody> <tr> <td>Number of health facility-based deliveries</td> <td>6</td> <td>16</td> <td>35</td> <td>39</td> <td>34</td> <td>25</td> </tr> <tr> <td>Number of births in the covered area</td> <td>218</td> <td>196</td> <td>208</td> <td>202</td> <td>200</td> <td>97</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • During the COVID-19 pandemic, IOM utilized other funding to provide training on specimen collection and storage, as well as necessary equipment such as 		2020	2021	2022	2023	2024	2025 (Jan-Jun)	Number of health facility-based deliveries	6	16	35	39	34	25	Number of births in the covered area	218	196	208	202	200	97
	2020	2021	2022	2023	2024	2025 (Jan-Jun)																
Number of health facility-based deliveries	6	16	35	39	34	25																
Number of births in the covered area	218	196	208	202	200	97																

	<p>refrigerators. This strengthened the COVID-19 response capacity at targeted health facilities and created a synergistic effect with the present projects.</p> <ul style="list-style-type: none"> The solar power systems continue to be operational at all facilities, supported by regular maintenance conducted by technicians and after-sales services provided by the installation companies. Meanwhile, in response to the gradual deterioration of the batteries over time, the health facilities and the relevant local authorities are currently discussing budgetary arrangements and appropriate measures. Going forward, it will be important to closely monitor the maintenance conditions, including the replacement of batteries and other spare parts.
Appropriateness of Processes	<p>(i) Appropriateness of Processes: Internal documents referenced by embassy staff related projects funded by the Government of Japan is available, but they are non-public. Selection of the targeted areas and formulation of the project contents were detailed through close discussions with MENRE, the BARMM Ministry of Health, the Bangsamoro Planning and Development Authority, local governments, other relevant government agencies, and the Embassy of Japan. For issues requiring advanced technical expertise, technical advice was obtained from specialists at IOM Headquarters and the Bangkok Regional Office, ensuring appropriate planning and implementation processes.</p> <p>(ii) Adequacy of Implementation Structure: IOM deployed its staff members as coordinators in Cotabato, Zamboanga, and island areas, and implemented the project in close collaboration with MENRE, the BARMM Ministry of Health, local governments, and health facilities. Through its established local networks, IOM was able to carry out the project with culturally and socially sensitive operational arrangements in areas where technical cooperation from Japan alone would have been difficult to provide.</p> <p>(iii) Monitoring, Evaluation and Information Disclosure: Monitoring and evaluation staff were deployed in Cotabato and Zamboanga, and regular monitoring was conducted based on the project's outcome indicators. Interim and final financial and project reports were submitted to the Embassy of Japan. In addition, progress updates were provided to MOFA through the IOM Tokyo Office as needed during the implementation period (frequency is unknown). All reports were non-public. No ex-post evaluation was conducted after the completion of the project.</p>
Diplomatic Importance	<p>(i) Importance for Addressing International and Regional Priority Issues: It held diplomatic importance by contributing to the realization of the FOIP through peace and stability in Mindanao. In addition, improvement of healthcare services through the introduction of solar power systems also contributed to addressing global issues such as "Climate change and disaster risk reduction" and "Health and infectious disease control."</p> <p>(ii) Importance for Bilateral Relations: The Government of Japan has long supported the peace process and development in the Mindanao region, contributing to the establishment of the Bangsamoro Transition Authority in 2019. Through this project, during a challenging period marked by both the transition phase of the peace process and the COVID-19 pandemic, Japan was able to promote the use of renewable energy and strengthen healthcare services, including in hard-to-reach island areas. These achievements have made a meaningful contribution to stability in Mindanao and have further reinforced mutual trust and cooperation between Japan and the Philippines.</p> <p>(iii) Importance for Japan's peace, stability, and prosperity, and the safety and prosperity of the Japanese people/ company: To the west of Mindanao lies the Sulu–Celebes Seas, a strategically important maritime corridor along key sea-lanes of communication. The stabilization of this region is therefore vital for ensuring security in these waters. In this context, the implementation of the project—including in island provinces—holds significant diplomatic importance for Japan.</p>
Diplomatic Impact	<p>(i) Ripple effects on the international community and bilateral relations: The Government of Japan's assistance to Mindanao has been implemented through a combination of various approaches, including JICA's cooperation and supports by Grant (through International Organizations) such as the present project. This has been highly valued by counterpart agencies and international organizations,</p>

	<p>contributing to the strengthening of Japan's presence. In this project, a Japanese staff member was assigned as the project lead, and an additional Japanese JPO position was newly secured. Furthermore, following the completion of the project, the JPO concerned became a regular IOM staff member and has since served as the Head of the Cotabato Sub-Office. As such, the project contributed to increasing the number of Japanese personnel working in international organizations.</p>
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(2) Key Insights from the Case Study

This scheme has two main collaborative feature points with international organizations: (i) it enables assistance in sectors and geographic areas that are difficult for JICA to reach; and (ii) it allows for effective and efficient cooperation by leveraging the unique expertise, neutrality, and extensive networks of international organizations. In addition to these features, (iii) synergies are expected when this scheme is combined with JICA's technical cooperation and grant projects.

The present evaluation confirmed that each case study project had been planned and implemented in line with the respective recipient country's situation and needs, and that each achieved positive outcomes and impacts. When examined from the above-mentioned three perspectives, however, each project demonstrated its own distinct characteristics. The overview of these characteristics is presented below. The challenges of this scheme identified through the case studies are also summarized at the conclusion of this section.

A. A case formulated with the primary focus of utilizing the expertise, unique strengths, and networks of international organizations

The case study project in Ghana, covered 80 districts across 9 regions in the country, including areas other than those north of the Northern region where authorization is required for JICA staff to travel. Therefore, it differed from this scheme targeting "countries and regions with limited access by JICA." During the field survey, this point was further reviewed and confirmed. One of the field survey results confirmed that UNICEF Ghana "has long worked for maternal and child health nationwide and contributed to operating separate health records for mother and children even before the development of the current Maternal and Child Record Book. Based on this background, UNICEF participated in the development of the Maternal and Child Record Book with other donors." Accordingly, the Ghana case study project can be categorized as one formulated with a primary focus on leveraging the expertise, uniqueness, and networks of international organizations.

B. A case where many governments and donors contributed to training and entrepreneurial support through private-sector collaboration

The case study IOM project in Sierra Leone can be categorized as a project targeting "countries and regions with difficult access" for JICA (according to the document for the appraisal process of the Ministry of Finance, it is difficult to exercise activities in rural areas of

Sierra Leone, since there aren't Embassy of Japan (Sierra Leone is covered by the Embassy of Japan in Ghana) and JICA has only a field office. However, the final scope of the project involved greater participation and contributions from several government agencies and donors—including the Ministry of Youth Affairs, the Ministry of Agriculture and Food Security, Freetown City Council, and UNDP, and others—in areas such as training and entrepreneurial support. That was beyond the initial scope of collaboration with Sierra Tropical Limited, a company funded by Japanese firms. It is noted that this outcome was achieved because IOM, drawing on its relevant expertise and experience, proposed the project focusing on youth employment as one of the fundamental issues for post-conflict Sierra Leone, and then carefully implemented it after its approval.

C. A case where an international organization leveraged its unique networks and expertise to advance human security in areas that are difficult for JICA to access

During the project formulation phase for the IOM project in the Philippines, the target areas were designated as "areas difficult for JICA to access" due to their classification as a Level 3 danger zone under MOFA's travel advisories, which justified a Grant (through International Organizations). The project target areas in the island region of Mindanao—Basilan, Sulu, and Tawi-Tawi—have long lagged in development due to persistent security instability, even after the establishment of BARMM. This IOM project, which aims to provide stable power supply to primary health facilities on the islands through the introduction of solar power systems, is a program directly related to human security and appears to be leveraging IOM's unique network and technical expertise.

D. Cases where projects were developed in conflict-affected areas based on international organizations' expertise, experience, and local networks

The UNFPA project in the Philippines can be categorized as a project targeting "areas with limited access for JICA," as the project sites - Lanao del Sur Province, Maguindanao Province, and Marawi City - were classified as Level 3 danger zones under MOFA's travel advisories. JICA's support for the peace process in Mindanao has been ongoing since the 1990s. Including the period of this project's implementation, JICA personnel based in Cotabato City have continuously carried out various projects in western Mindanao, an area largely overlapping with the current BARMM establishment region. However, due to security management considerations, activities outside Cotabato City were subject to travel and movement restrictions. Given that this project covers a broad area including multiple provinces and cities, and especially for activities at the barangay (village) level, implementation by international organizations with mobility and rapid operational capacity was indispensable.

While JICA had implemented diverse projects covering poverty reduction, reconstruction in conflict-affected areas, sustainable agricultural development, and infrastructure improvement, they have not included support for the social reintegration of female ex-combatants or maternal and child health. This project appears to have been designed leveraging UNFPA's expertise

and experience in family planning, maternal and child health, and the elimination of gender-based violence. Furthermore, this project effectively utilized the network of UNFPA Implementing Partners that had bases or staff deployed in the region.

E. Visibility in programs implemented by international organizations that are funded by multiple donor agencies/ organizations

The UNFPA programs in BARMM are implemented with contributions from multiple donors. While such an approach is expected to generate significant project impact, there is a tendency— particularly after the completion of Japan-funded activities— for information indicating Japan's cooperation to be overwritten by the latest donor updates on websites of international organizations. As seen in the Ghana case as well, programs supported by multiple donors present challenges for ensuring and maintaining Japan's visibility, suggesting that further effort and innovative approaches may be required.

Chapter 3 Evaluation Results

1 Evaluation from Development Viewpoints

(1) Relevance of Policies

A. Consistency with High-level Policies of the Government of Japan

(A) Consistency with the Development Cooperation Charter

The projects under evaluation were planned in line with the basic principles and priority issues of the Development Cooperation Charter (2015) in effect during the project period, and their consistency was confirmed. This Charter established three basic principles for development cooperation: “contribute to peace and prosperity through cooperation for non-military purposes,” “promote human security,” and “provide cooperation aimed at promoting self-reliant development through assistance for self-help efforts as well as dialogue and collaboration based on Japan’s experience and expertise.” In line with these principles, the priority issues identified were: (i) “quality growth” and poverty reduction through such growth, (ii) sharing universal values and achieving a peaceful and secure society, and (iii) building a sustainable and resilient international community through efforts to address global issues. The main areas of the projects evaluated were humanitarian assistance, health and medical care, peacebuilding and security, water and environment, and education. It was confirmed that the objectives and activities of the projects were consistent with one of the three priority areas.

(B) Consistency with Japan’s Regional and Sectoral Policies

In 2016, the Government of Japan proposed the vision of FOIP, asserting that the key to international stability and prosperity lies in the dynamism generated by the convergence of a rapidly growing Asia, a high-potential Africa, and the free and open Pacific and Indian Oceans. This vision presents a unified diplomatic approach encompassing these regions¹⁰. To achieve FOIP, Japan established three pillars: (i) the promotion and establishment of the rule of law, the freedom of navigation, and free trade; (ii) the pursuit of economic prosperity; and (iii) the commitment to peace and stability. In 2023, to strengthen efforts to achieve FOIP, a new plan was introduced with four pillars: (i) principles for peace and rules for prosperity, (ii) addressing challenges in an Indo-Pacific manner, (iii) multi-layered connectivity, and (iv) initiatives to ensure security and the safe use of domains extending from the sea to the air. Among the evaluation targets, several projects were positioned during the planning stage as contributing to the FOIP pillars such as the rule of law and ensuring peace and stability¹¹. Furthermore, case-study projects in Mindanao mentioned in “Chapter 2, 4 Case Studies” also demonstrates high consistency with FOIP diplomatic policy by contributing to stability in the relevant maritime area.

The Government of Japan has supported initiatives to implement the priority areas agreed on in the TICAD 6 Nairobi Declaration (2016)¹²: (i) economic diversification and industrialization, (ii) promoting resilient health systems for quality life, and (iii) promoting social stability for shared

¹⁰ MOFA website (in Japanese)(<https://www.mofa.go.jp/files/000430631.pdf>)

¹¹ Source: Materials provided by MOFA. Support for Myanmar elections, support for Myanmar refugees and host communities in Bangladesh, support for Afghan refugees and host communities in Pakistan, support for Coronavirus disease 2019 countermeasures and flood disaster response in Timor-Leste, support for migrants in Colombia and Honduras, etc.

¹² MOFA website (in Japanese) (https://www.mofa.go.jp/mofaj/af/af1/page3_001784.html#section3)

prosperity. It has also supported initiatives to achieve the three pillars of the TICAD 7 Yokohama Declaration (2019)¹³: (i) accelerating economic transformation and improving the business environment through innovation and private sector engagement, (ii) deepening a sustainable and resilient society, and (iii) strengthening peace and stability. Among the projects evaluated, many of those implemented in Africa, including the projects in Ghana and Sierra Leone described in “Chapter 2, 4 Case Studies”, were positioned during the planning stage as support to establish the priority areas mentioned in the TICAD 6 or TICAD 7 outcome documents that showed extremely high consistency.

B. Consistency with Recipient Countries' Development Plans and Japan's Country Development Cooperation Policies

(A) Consistency with Recipient Countries' Development Plans

Many of the projects evaluated were formulated based on the needs of the target regions, in line with recipient countries' medium- to long-term development plans and sectoral strategies demonstrating consistency.

(B) Consistency with Japan's Country Development Cooperation Policies

Project formulation under Grants, including Grant (through International Organizations), are carried out in accordance with the policies of the Government of Japan, particularly in the priority areas specified in the Country Development Cooperation Policies and diplomatic policies outlined in bilateral joint statements. The projects covered by this evaluation were also confirmed to be consistent with these policies.

C. Consistency with International Issues

This scheme functions as a mechanism to promote collaboration among various actors, contributing to SDG 17: "Strengthen global partnerships for sustainable development." Furthermore, the consistency of many of the evaluation targets were examined during the planning stage to ascertain whether they contributed to the achievement of SDGs by recipient countries, and their implementation contributed to a wide range of SDGs.

In particular, projects of which E/N were signed between the JFY 2020 and 2022 aimed at supporting infectious disease countermeasures and vaccination systems were positioned as aligning with SDG 3: "Ensure healthy lives and promote the well-being for all at all ages." The Government of Japan led international efforts toward the early containment of infectious diseases and supported strengthening health and medical systems in recipient countries. This support, guided by the principle of "leaving no one behind in health," also contributes to building foundations that advance UHC and achieve the SDGs. Additionally, cases were also identified in which support for refugees and internally displaced persons was provided through an

¹³ MOFA website (in Japanese) (<https://www.mofa.go.jp/mofaj/area/ticad/ticad7/index.html>)

area-based approach targeting regions expected to see an increase in returnees.¹⁴ By leveraging the expertise of international organizations with field access, assistance was able to comprehensively cover a wide range of sectors – including health, education, infrastructure, and livelihood support – and contributed to relevant SDGs through humanitarian assistance.

Furthermore, according to interviews with UNDP for this evaluation, projects implemented by UNDP through this scheme contributed to addressing the regional-level challenges identified in the UNDP Strategic Plan 2022-2025: (i) eradicating poverty, (ii) strengthening governance and institutional capacity, (iii) enhancing crisis response and resilience, (iv) promoting environmental protection, (v) expanding access to clean energy, and (vi) advancing gender equality. Moreover, this scheme supported the three directions of change emphasized in the strategic plan – driving structural transformation in each country, building societies that leaves no one behind, and fostering resilient development.

Based on the above, this scheme demonstrates high consistency with a wide range of international priority issues.

D. Consistency with the Expertise of International Organizations and Country-Specific Programs

A key feature of this scheme is its utilization of the expertise of international organizations, their know-how, and local networks in areas where it is difficult for JICA to implement projects—such as conflict-affected regions or locations without Japan’s overseas establishments or JICA Offices—to address high-urgency sectors related to basic livelihoods and human security. All evaluation targets were confirmed to have consistency with the sectoral expertise of the implementing agencies. Furthermore, as seen in the aforementioned case studies, the local networks possessed by international organizations are a key success factor for effective activity implementation, demonstrating extremely high consistency. Additionally, each international organization forms country programs based on recipient countries' development plans. Projects from any donor are incorporated as individual initiatives toward achieving these indicators, combined with various donor assistance schemes to pursue target attainment¹⁵.

E. Japan's Comparative Advantage

In the projects covered by this evaluation, it was confirmed – consistent with the findings from the Philippines case study – that the trust placed in the Government of Japan as a lead donor that has continuously supported peacebuilding in Mindanao proved beneficial both for interventions in regions undergoing transition and for securing the understanding and cooperation of local stakeholders. In addition, as seen in the Ghana case study, the relationships of trust built through Japan’s development cooperation – implemented jointly with

¹⁴ Area-based programming is a multi-stakeholder, multi-sector approach that addresses the interrelated needs of all population groups residing in a specific geographic area. Source: UNHCR. 2019. Policy on UNHCR’s Engagement in Situations of Internal Displacement

¹⁵ UNDP, UNFPA, IOM Questionnaire Responses, Interviews (August–September 2025)

local governments and relevant institutions, including JICA projects – together with Japan's strong track record across various sectors were effectively leveraged under this scheme.

As given in detail later in "2. Diplomatic Viewpoints," multiple cases – including the aforementioned Sierra Leone and Ghana case studies – were identified in which Japan's comparative advantages were effectively demonstrated. Across diverse sectors such as health and medical care, vocational training, water and environment, and agriculture, Japan's advanced technologies, products, and know-how were utilized through collaboration with Japanese companies and NGOs.

Based on the above, this scheme was found to have a very high consistency with the overarching policies of the Government of Japan, the development plans of recipient countries, and country development cooperation policies. Furthermore, in multiple projects, this scheme addressed international priority issues, and utilized the expertise and networks of international organizations, as well as Japanese technology, products, and know-how – demonstrating Japan's comparative advantage in intervening through this modality. Therefore, the Relevance of Policies is "Highly Satisfactory."

(2) Effectiveness of Results

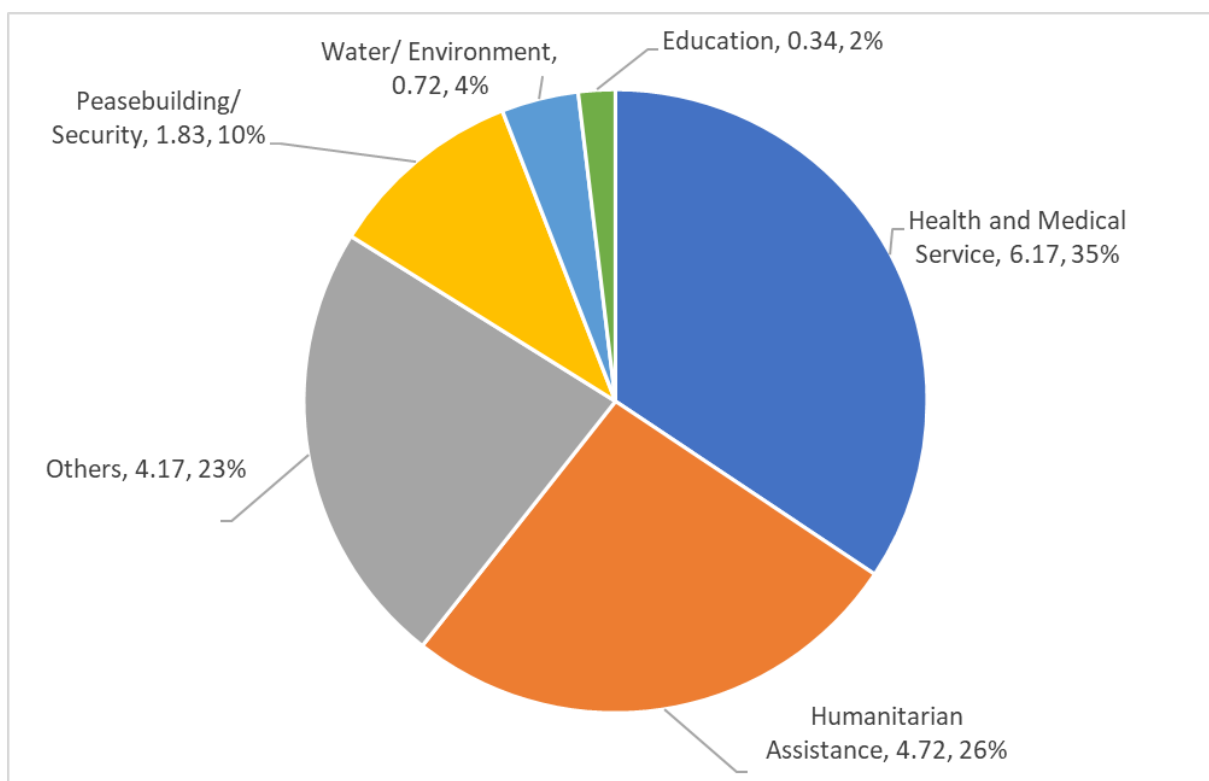
This section examines the Effectiveness of Results of this scheme, primarily using aid information and the meta-analysis about the 50 target projects as sources.

A. Inputs

(A) Allocation by Sector

Of the total 17.96 billion yen for the 50 evaluation targets under this scheme, the main supported sectors (classification by MOFA) were: 1. health and medical services 6.172 billion yen (34.4%), 2. humanitarian assistance 4.718 billion yen (26.3%), 3. other 4.174 billion yen (23.2%), and 4. peacebuilding and security at 1.833 billion yen (10.2%). Compared to Chapter 2, Section 1(1) "A. Trends in Grant (through International Organizations)," the top sectors remain the same.

Additionally, projects classified as "other" include humanitarian assistance in Syria, Colombia, Venezuela, and other countries, as well as electoral assistance in Guinea-Bissau, Ethiopia, and other countries, which could be categorized under "humanitarian assistance" or "peacebuilding and security." Therefore, the sum from the second to fourth-largest categories above is 10.725 billion yen accounting for 59.7% of the total. Furthermore, according to the project completion reports for the 50 target projects, 13 out of 15 projects (5.774 billion yen) classified under health and medical service were related to the COVID-19 pandemic or humanitarian assistance (9 projects totaling 4.830 billion yen and 4 projects totaling 944 million yen, respectively). Based on the above, 16.499 billion yen, or 91.9% of the total amount for the 50 target projects, was allocated to peacebuilding/security and humanitarian assistance.



Source: Prepared by the evaluation team based on materials provided by MOFA

Figure 3-1 E/N based Amounts for 50 Target Projects of Grant (through International Organizations) (Billion yen)

While COVID-19 was a sector specific to the evaluation target period, this sector is where JICA's access was difficult. For example, when movement between countries and cities was restricted due to the COVID-19 pandemic, access of Japanese experts to recipient countries was severely curtailed. Moreover, since it was an unprecedented crisis, there was a strong demand for the expertise and neutrality of international organizations. This point also applies to humanitarian assistance. For humanitarian crises occurring while issues of government recognition arose in countries experiencing political upheaval, this scheme was among the few that was able to provide Grants.

(A) Regional and Country Allocation

The regional and country distribution (by amount) of the 50 target projects is as follows. By country, Bangladesh, Myanmar, Mongolia, Brazil, and Mexico—countries from East Asia, Latin America, and South Asia—rank in the top group. Among the top five countries listed in Chapter 2, Section 1(1), "A. Trends in Grant (through International Organizations)," the differences are Mongolia, Brazil, and Mexico. Each of these three countries received a COVID-19 response project. By region, Latin America, which received the most COVID-19 response projects (6 projects), also had the largest total amount among the target projects, followed by East Asia, the Middle East/North Africa (both with 2 projects).

Table 3-1 Top 5 Recipient Countries for E/N Based Amounts, the Number of Projects by JFYs 2019–2023

	Country	Amount (billion yen)	Number of Projects
1	Bangladesh	1.643	3
2	Myanmar	1.176	3
3	Mongolia	1.000	1
4	Brazil	0.920	2
5	Mexico	0.799	2

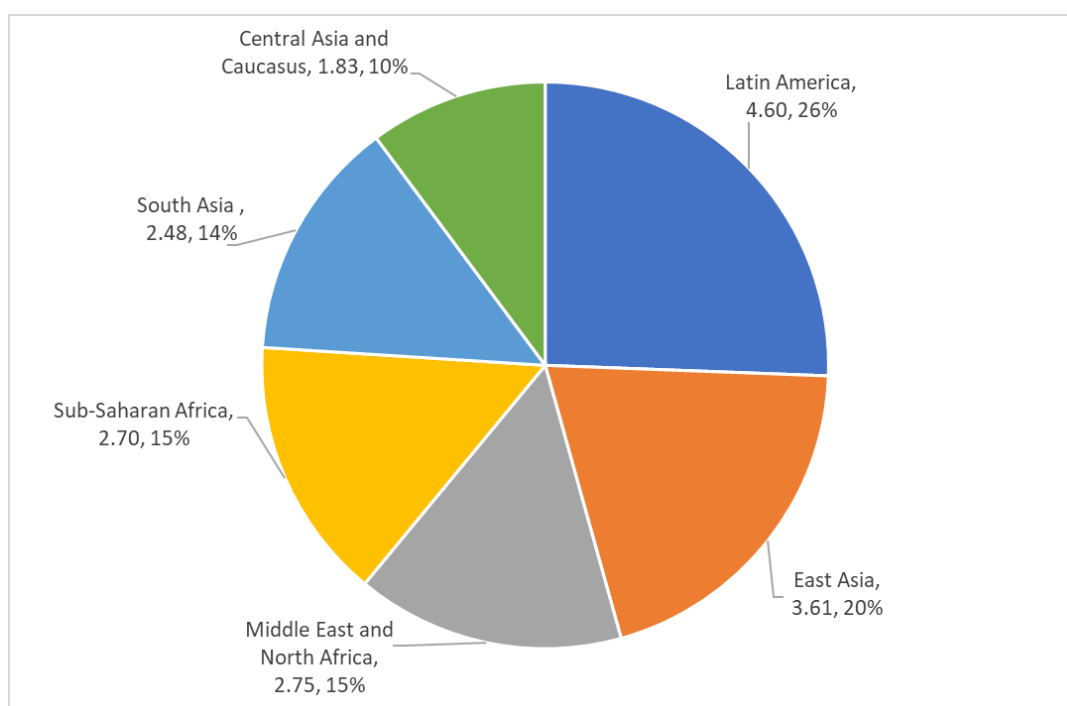


Figure 3-2 Regional Distribution of 50 Target Projects (Grant (through International Organizations)) (Billion yen)

The overall assessment on “the Effectiveness of Result” by meta-analysis for the 50 target projects confirmed that 41 projects scored 3 points or higher, indicating a fairly high level of effectiveness. Among the four input-related evaluation items, three on quantity and content (appropriateness of both hard and soft components) scored above 3.0, suggesting that inputs under this scheme were appropriate in these aspects.

However, the appropriateness of the timing of inputs scored slightly below 3. This can be attributed to highly unstable situations in recipient countries, given that the supporting sectors under this scheme were peacebuilding and humanitarian assistance, and to the unprecedented impact of the COVID-19 pandemic on procurement, including restrictions on international travel.

A. Effectiveness of Support for Development Issues (Outputs)

The meta-analysis found that evaluation items on the achievement of outputs and the attainment of objectives both scored above 3.0, indicating robust outputs were achieved under this scheme. As noted above, issues about the timeliness of inputs were observed, but stakeholders responded appropriately to risk factors such as unstable conditions, which likely contributed to the high ratings for outputs. It was also confirmed that the four case study projects across three countries produced the intended outputs. In the meta-analysis, all four projects scored 3.0 or higher on outputs in "Effectiveness of Results."

However, a few cases experienced that procurement was not possible during the COVID-19 pandemic due to external factors that seem to occur in governance contexts unique to recipient countries with unstable situations. For example, some recipient governments issued additional instructions regarding import procedures for medical equipment after the project commenced. Additionally, some of these projects received output ratings below 3.0. These issues can be avoided through improved project design, such as incorporating project outputs that remain useful even after the COVID-19 pandemic, enhancing Japan's diplomatic missions' efforts to proactively identify potential delays, and ensuring reporting, communication, and consultation mechanisms with international organizations.

B. Effectiveness of Support for Priority Areas (Outcomes and Impact)

The materials used in the meta-analysis contained limited information on the outcomes and impacts of target projects. To rectify this constraint, the status of outcomes and impacts after project completion was confirmed for the four projects in the three countries selected for case studies through domestic research (Philippines) and field surveys (Ghana and Sierra Leone).

As explained earlier in Chapter 2, it was confirmed that in Ghana the Mother and Child Health Record Book is still used nationwide to strengthen childcare in the country. In Sierra Leone, it was confirmed that activities continue with the Ministry of Youth, Sierra Tropics, and Freetown City, and that some beneficiaries have expanded their business, while others have gained employment through training and internships, thereby avoiding becoming irregular migrants. In the Philippines, solar power systems installed at island health facilities through collaboration with the IOM are continuously operating. This has led to an expansion of healthcare services, including an increase in facility deliveries. Furthermore, it was confirmed that former female combatants, through training and mentoring under this scheme managed by UNFPA, gained recognition as para-social workers in their communities. This restored their social trust, social reintegration, and dignity in their area. It was also confirmed that the initiatives of this project contribute to community-based human resource development and institutional capacity building in the social welfare and healthcare sectors.

As described above, the meta-analysis confirmed that most targeted projects under this evaluation have steadily implemented inputs and achieved outputs. Regarding outcomes and

impacts, case studies confirmed that some projects achieved these at a very high level. However, in some of the other projects, the extent of output achievement was limited, and room for improvement was identified in the content of the inputs provided. Based on the above, the Effectiveness of Results is judged to be "Satisfactory."

(3) Appropriateness of Processes

A. Appropriateness of Processes

This section examines whether the project formulation and implementation processes under this scheme were carried out in a prompt and appropriate manner, whether the needs of recipient country were continuously identified, and whether efforts and approaches to enhance aid effectiveness were implemented.

The overall score for the "Appropriateness of Processes" based on meta-analysis was 3.19 out of 4, indicating a high score. Although the time required for project approval under this scheme varies between 3 months and approximately 1 year according to the project, MOFA and international organization officials indicated that the process is generally shorter, more flexible, and more practical compared to Project Grant implemented by JICA¹⁶.

It was also confirmed that, during the formulation of new projects, Japan's diplomatic missions conducted multiple detailed discussions with the relevant international organizations. These discussions covered the objectives of this scheme, the required content and points to be noted for the project proposal, the procedures from project formulation to implementation, and the administrative processes that may arise during implementation. For example, in projects involving collaboration with JICA projects or Japanese private companies, sufficient discussions were held among stakeholders regarding specific collaboration policies, and approaches aimed at enhancing aid effectiveness were adopted. As the international organizations stated in the interviews, when plan modification or extensions were required due to the impact of political instability or the COVID-19 pandemic, they consulted with Japan's diplomatic missions and carried out the necessary procedures. Therefore, the needs of recipient countries were continuously assessed, and the validity of plan modifications was carefully discussed and examined, followed by appropriate procedures.

In contrast, several challenges have also been identified. According to Japan's diplomatic missions that were interviewed, it was reported that the lack of a guidance note explaining the scheme to international organizations resulted in spending considerable time on explanations and procedures, especially when preparing project proposals for the scheme with an international organization for the first time. International organizations that were interviewed also pointed out that several aspects were unclear due to the absence of a guidance note used to prepare project proposals or making plan modifications under this scheme. In addition, among the 10 Japan's diplomatic missions that participated in the online questionnaire survey, 4 expressed the need for a guidance note to operate this scheme. In response to this situation,

¹⁶ Japan's diplomatic missions, international organizations Interviews (July–September 2025)

although several of Japan's diplomatic missions had developed their own guidance note to explain this scheme to international organizations, the need for a guidance note that facilitates a common understanding among stakeholders is needed to promote more efficient and effective project formulation and implementation.

As mentioned above, when plan revisions were required due to the impact of political instability or the COVID-19 pandemic, the international organizations that were interviewed had consulted with Japan's diplomatic missions and carried out the necessary procedures. However, compared to other cooperation modalities, there were more frequent plan modifications; and addressing changes in the use of project funds and project period extensions during implementation requires significant effort from the responsible divisions at MOFA. There were challenges observed in several projects, where information on import procedures for medical equipment was shared by the government of the recipient country only after the project commenced, or procurement was delayed due to logistical constraints caused by the COVID-19 pandemic. In addition, when a project applied for an extension of the implementation period, such issues were often observed as lengthy approval procedures within MOFA to determine whether to approve or reject the request. Concerning these challenges, if Japan's diplomatic missions responsible for supervising project implementation can identify in advance any scenarios where delays might occur as well as possible response measures, there is potential for improvement.

B. Appropriateness of the Implementation Structure

The results of the online questionnaire survey to international organizations showed that their country offices handled the entire process from planning, implementation, preparation to submission of interim/completion reports of projects.

In certain cases, the office in Japan or headquarters of international organizations provided advice and support for project planning and implementation for their country offices. Results of interviews confirmed that country offices of international organizations make the effort to improve (streamline) project implementation while obtaining technical advice from experts working in their regional offices or headquarters when highly specialized judgment is required. In addition, all four case study projects had established a solid implementation structure by utilizing the international organizations' local field offices and coordinators stationed in remote areas.

C. Appropriateness of Monitoring, Evaluation and Information Disclosure

(A) Appropriateness of Monitoring and Evaluation

According to the international organizations interviewed, it was confirmed that experts specializing in monitoring and evaluation take the lead in conducting monitoring roughly on a quarterly basis, and submit interim/completion reports to Japan's diplomatic missions during the project period. Additionally, Japan's diplomatic missions maintain communication with the international organizations via email and telephone to routinely monitor the progress and also

review the contents of the reports and request additional information if necessary. In addition, on completion of the project, Japan's diplomatic mission manages the completion procedures using a follow-up sheet in which basic information is recorded.

In the Ghana case study (UNICEF project), it was confirmed that the Ghana Health Service convened a technical working group to conduct regular progress monitoring, with participants including Japan's diplomatic missions, UNICEF, JICA, and relevant donor agencies. Furthermore, certain projects conduct a steering committee to manage regular progress, with the participation of Japan's diplomatic missions, international organizations, and relevant government agencies of the recipient country.

However, several challenges were identified in the monitoring and evaluation of project completion reports prepared by international organizations. A review of the project completion reports for the 50 projects covered by meta-analysis revealed that, although the reports were prepared based on the formats defined by international organizations, significant variations were observed in the items and content covered by the reports. While most reports included detailed monitoring and evaluation results, some lacked descriptions of monitoring indicator results or failed to attach any visual materials regarding the utilization status of equipment or facilities. Effort may be required to ensure the minimum items and content are included in interim/completion reports by international organizations, such as sharing exemplary completion reports.

(B) Appropriateness of Information Disclosure and Public Relations

Regarding publicity for this scheme, both MOFA and Japan's diplomatic missions issue press releases at the time of E/N signing as well as other ceremonies held during project implementation, leading to media coverage. They also actively disseminate information via websites and social media. In addition, international organizations are required to clearly indicate that the support is provided through Japan's ODA by attaching stickers or logos featuring the Japanese flag to supplied equipment, presentation materials, and other relevant items.

Although the frequency, scale, and media used for publicity vary among the projects depending on the international organizations, it has been confirmed that information on project activities is disseminated through channels such as social media and official websites during project implementation.

On the MOFA website, it is possible to search ODA projects, including those under this scheme¹⁷, where project summaries, articles, evaluations, and other categories are organized and publicly accessible. Specifically, based on press releases issued at the time of the E/N signing for each project under this scheme, as well as the results of ex-post evaluations (internal evaluations) of Grants conducted and published by MOFA (covering projects ranging from 200 million yen to 1 billion yen), it is possible to gain an overview of project achievements.

¹⁷ MOFA website (in Japanese) (<https://www3.mofa.go.jp/mofaj/gaiko/oda/search.php>)

D. Cooperation with Other Donors, International Organizations, and Various Aid Providers (including Private Sector and NGOs)

In peacebuilding support, including electoral assistance, cases were observed where multiple donors collaborated to implement large-scale programs using this scheme, aiming to create greater impact. Results of interviews with Japan's diplomatic missions also indicated active efforts to create a synergy effect through collaboration with Japanese private companies and JICA projects. In contrast, international organizations indicated that compliance with international procurement regulations often makes it difficult to prioritize Japanese products, particularly for the provision of equipment.

As outlined above, it was confirmed that the implementation process, implementation structure, monitoring and evaluation, and coordination with other donors are generally being carried out appropriately. However, it was suggested that using manuals when Japan's diplomatic missions explain the purpose of this scheme, important points to note from project formulation to implementation, and the necessary procedures for plan modifications to international organizations could lead to more efficient and effective project formulation. In addition, it was noted that some completion reports formulated by international organizations lacked the required items, descriptions of content, and visual materials regarding the utilization status of equipment and facilities, which indicates a need for improvement. Therefore, the overall Appropriateness of Processes was judged "Partially Satisfactory."

2 Evaluations from Diplomatic Viewpoints

(1) Diplomatic Importance

A. Contribution to International/Regional Priority Issues and Global Issues

Thus far, this scheme has primarily supported peacebuilding and security, as well as humanitarian assistance. From Japan's diplomatic missions' perspective, the online questionnaire revealed that this scheme contributed to the stability of countries and regions experiencing political and social turmoil by providing support in areas such as security, governance, and humanitarian aid. It also contributed to improving healthcare services during the COVID-19 pandemic.

This includes support for countries and regions under discussion at the UN Security Council. Therefore, this scheme is considered an important tool for Japan to address the priority issues of the international community and regions, as well as global challenges.

Furthermore, responses from international organizations obtained through the online questionnaire survey included appreciation that, unlike other projects funded by Japanese contribution, this scheme can provide support with a medium-term perspective, similar to development assistance, even in post-conflict countries. It was also noted that this scheme contributes to HDP Nexus by effectively coordinating humanitarian assistance, long-term development support, and peacebuilding support, aligning with the Development Cooperation

Charter 2023. This observation is significant as it recognizes the scheme's unique contribution tailored to the type of support required in post-conflict countries.

B. Importance for Bilateral Relations with Recipient Countries

This scheme, which enables support in countries and regions where JICA is difficult to access, serves as a valuable means of connecting recipient countries with Japan. Interviews and online questionnaire surveys confirmed that the contributions made through this scheme are helping to build and strengthen bilateral cooperation. By forming projects in collaboration with international organizations possessing field expertise and local networks, this scheme enables support tailored to on-the-ground needs. Achieving project outcomes can contribute to fostering bilateral relations between Japan and recipient countries.

For example, the Government of Japan has long supported the peace process and development in the Mindanao region, continuing its assistance even after the establishment of the Bangsamoro Transition Authority in 2019. Case study projects under this scheme not only maintained this continuity but also provided support to remote island areas where aid was difficult to reach during the challenging period of the COVID-19 pandemic, contributing to the cultivation of mutual trust and the strengthening of cooperative relations between the two countries. Similarly, the Ministry of Foreign Affairs of Sierra Leone expressed the view that Japan and Sierra Leone have enjoyed good bilateral relations for a long time, and the support provided by the Government of Japan through this scheme contributes to strengthening diplomatic ties.

Additionally, online questionnaire surveys indicated that in some countries, when large-scale natural disasters coincided with the COVID-19 pandemic, this scheme's "agility"—its short timeframe from project formulation to approval—enabled rapid assistance delivery, contributing to improvements in the nutritional status of tens of thousands of citizens.

As outlined above, this scheme has been confirmed as an important tool that can contribute to fostering bilateral relations with recipient countries where JICA access is difficult.

C. Importance for Japan's Peace, Security, and Prosperity, and the Safety and Prosperity of the Japanese People (including Japanese Companies)

Support for peacebuilding, security, and humanitarian issues through this scheme also plays a vital role in Japan's peace, security, and prosperity. For example, the Philippines is located along Japan's critical maritime transport routes. Ensuring maritime security and stability in this region helps maintain Japan's security and the safe passage of its vessels. The two Philippine case studies are considered to contribute to regional stability and development in Mindanao, thereby advancing Japan's security and prosperity.

Furthermore, results from the online questionnaire indicate that projects under this scheme contribute to stability in the Middle East and Latin America, thereby contributing to the safety of Japanese nationals and companies in these regions.

Furthermore, it was observed that projects under this scheme promoted the activities of Japanese companies in recipient countries and enhanced trust in Japanese products by collaborating with the projects or procuring and utilizing their products (see Table 3-2). At present, many countries and regions supported by this scheme are politically unstable, making it difficult for Japanese companies to operate. Furthermore, according to MOFA and international organizations, while efforts are made to utilize Japanese companies' technologies and products under this scheme, due to the independent procurement rules of international organizations and the principles of international bidding, Japanese companies do not receive preferential treatment. Consequently, collaboration with Japanese companies and procurement of Japanese products are often difficult. However, when realized, this scheme could potentially serve as a foothold for Japanese companies' activities in the recipient country.

Table 3-2 Collaboration with Japanese Companies in Grant (through International Organizations)

Project Name	Overview (Collaboration with Japanese Companies)
Sierra Leone "The Project for Reducing the Risk of Irregular Migration through Promotion and Entrepreneurship Support for the Youth (in collaboration with IOM)" (Case Study Project)	Collaborated with Sierra Tropical, a subsidiary of a Japanese company, to provide vocational training and internship programs. Of those who completed the internship, 18 were subsequently hired. After the project concluded, the company adopted this entire process.
Ghana "Universal "Nutrition" and Health Coverage through Sustainable Systems for Nutrition Improvement (in collaboration with WFP)"	This project disseminated nutritional supplements developed by Ajinomoto, provided health management via an app by NEC, and introduced medical equipment for early malaria detection by Sysmex.
Uzbekistan: "Building the Resilience of Local Communities Against Health, Environmental and Economic Insecurities in the Aral Sea Region (in collaboration with UNDP)"	The outcomes and benefits of the previously implemented JICA Private Sector Partnership Project "SDGs Business Model Formulation Survey with the Private Sector for the Salt Affected Farmland Improvement Technology Using High Concentrated Fulvic Acid in Uzbekistan" were utilized in this project. Additionally, Japanese septic tank technology was introduced to three local public facilities facing water issues.

Source: Prepared by the evaluation team based on questionnaire responses and interviews from domestic surveys.

(2) Diplomatic Impact

A. Diplomatic Impact on International Society

This scheme has contributed to building trust in Japan by strengthening governance, realizing peaceful elections, enhancing the resilience of host communities, and ensuring regional security. This was achieved through electoral support and assistance to refugees and Internally Displaced Persons in collaboration with international organizations, including broad-area support across multiple countries. According to officials of international organizations, this scheme has led to diplomatic impact, such as enhancing Japan's voice and increasing support for Japan in international forums.

B. Japan's Presence in the International Community and Bilateral Relations

As explained in the section on "Diplomatic Importance," support provided through this scheme contributes to addressing international and regional priority issues and global issues and to fostering bilateral relations with recipient countries. According to their responses to the online questionnaire survey, Japan's diplomatic missions in regions such as the Middle East and Latin America perceived an enhanced Japanese presence through this scheme. The diplomatic impact is likely even greater when Japanese products and technologies contribute to achieving the scheme's outcomes. Conversely, case studies revealed instances where some government officials and beneficiaries in a recipient country were unaware that the support was funded in Japan. This appears to stem from the unique nature of this scheme implemented by international organizations.

While this scheme has its unique characteristics, the evaluation team observed that Japan's diplomatic missions have steadily translated the scheme's outcomes into diplomatic impact. For example, in Sierra Leone, one of the case study countries, this scheme contributed to expanding youth employment, a major issue in the country, including job opportunities provided by Japanese companies. Furthermore, the Japanese Ambassador to Ghana, who is also accredited to Sierra Leone, frequently visited the country, thereby enhancing the visibility of this scheme and Japan's presence there. Furthermore, as another diplomatic impact, the evaluation team confirmed cases where this scheme has led to increases in the number of Japanese staff at international organizations and to their promotion.

Chapter 4 Recommendations

Based on the discussions in the previous chapters, the evaluation team provides following recommendations for Grant (through International Organizations).

1. Continue and Expand Operations, Leveraging the Advantages of This Scheme (Addressee: MOFA)

This evaluation confirmed multiple advantages of this scheme. First, the time from project formulation to approval under this scheme is shorter than under other cooperation modalities, enabling rapid response to needs in field. Applying this scheme to high-urgency cases, such as infectious disease outbreaks, natural disasters, and conflicts, enables the swift delivery of substantial-scale support, leading to high outcomes and impact. Second, it enables the provision of necessary assistance even in conflict-affected zones and other areas where JICA support cannot reach, by leveraging the expertise and local networks of international organizations. Particularly in the current situation, where humanitarian crises are increasing and becoming more complex, the ability to provide medium-term support that respects recipient countries' development goals, leveraging the expertise and local networks of international organizations, has significant importance for fostering trust with recipient countries. Third, projects based on Japan's international cooperation principles, such as "human security"—a core pillar of Japan's foreign policy—are implemented through international organizations. At Japan's diplomatic missions, consistency with Japan's overarching policies is ensured during the project formulation stage and reflected in project plans. Furthermore, by promoting collaboration with Japanese companies and conducting public relations activities, this scheme enhances Japan's presence in international cooperation.

The evaluation team recommends that this scheme continue to be used as a tool to contribute to the international community, leveraging these characteristics.

2. Preparation of Guidance Materials of This Scheme for Japan's Diplomatic Missions for More Effective Scheme Implementation (Addressee: MOFA)

The evaluation on the Appropriateness of Processes confirmed that during project formulation and implementation, Japan's diplomatic missions conduct detailed consultations with international organizations. These consultations cover the objectives of the scheme, required contents and points to note in project proposals, procedures from project formulation to implementation, and processes arising during project implementation. Regarding the Effectiveness of Results, it was confirmed that outcomes were achieved in most projects. However, Japan's diplomatic missions responding to interviews indicated the lack of comprehensive materials to explain this scheme to international organizations, requiring significant time and effort to explain procedures and schedules.

Furthermore, since the implementing agencies for this scheme are international organizations, and not a Japanese agency, the following issues were observed, suggesting that greater consideration and ingenuity are required compared to standard grant:

- There is a lack of materials fostering common understanding between international organizations and Japan's diplomatic missions. This leads to differing interpretations between the Japanese side and international organizations regarding matters such as project implementation periods, resulting in cases where additional procedures become necessary.
- Furthermore, some reports of this scheme prepared by international organizations have been found to lack necessary information such as omitting results for monitoring indicators or failing to attach visual materials regarding the utilization status of equipment and facilities. There have also been instances where it was difficult to sufficiently confirm that Japan's visibility was ensured during project implementation (see recommendation 3 for detail).

The evaluation team recommends that guidance materials for Japan's diplomatic missions be prepared to facilitate the smooth operation of this scheme and ensure its outcomes and benefits. These materials should be based on MOFA's existing guiding notes and other internal documents and should outline the overall operational schedule and procedures for the scheme, provide guidance on operational management during project formulation, implementation, and completion, and highlight key points to ensure Japan's visibility in reports, including good practices.

3. Improving Implementation Supervision to Assess the Results of This Scheme (Addressee: MOFA / Japan's diplomatic missions)

It was confirmed that many projects under this scheme achieved their expected outputs. To widely disseminate these results, MOFA and Japan's diplomatic missions are actively promoting media coverage of this scheme and disseminating information through websites and social media. They are also ensuring that equipment and materials provided by international organizations under this scheme display stickers or logos featuring the Japanese flag to clearly indicate they are funded by Japanese ODA. As a result, interviewed beneficiaries of case study projects have stated that they learned that the project is funded by the Government of Japan via these media channels.

Reports produced by international organizations serve as important materials for assessing the project's results, along with daily communication between Japan's diplomatic missions and international organizations. These reports also serve as the basis for follow-up activities, such as post-project outcome verification (ex-post evaluation). While reports prepared by international organizations generally present detailed monitoring and evaluation results/findings, there were a few cases where items that needed to be reported were missing. Furthermore, there were a few project completion reports that did not sufficiently report that Japan's visibility was secured during project implementation.

Therefore, it is necessary to improve the outreach efforts of Japan's diplomatic missions to international organizations to ensure that reports include the minimum required items and content. The evaluation team recommends sharing model samples of the completion report (including good practice) as supplementary materials to the guidance notes under

Recommendation 2 above, aiming to improve necessary implementation supervision through these reports.

4. Promoting Communication Between Japan's Diplomatic Missions and Relevant Parties for Enhanced Visibility and Improved Project Implementation (Addressee: MOFA / Japan's diplomatic missions)

As noted above, the project results under this scheme are being appropriately disseminated. However, due to the unique nature of this scheme—where international organizations undertake implementation and, in some cases, programs are funded not solely by the Government of Japan but by multiple countries—it has been observed that some government officials and beneficiaries in recipient countries are not fully aware that the project is funded by the Government of Japan. On-site visits by Japan's diplomatic missions are therefore necessary.

In some countries, visits by Ambassador and officials of the Japanese mission in charge have successfully raised public awareness that projects under this scheme are supported by the Government of Japan. Furthermore, on-site visits are expected not only to ensure the visibility of the Government of Japan but also to facilitate communication with relevant line ministries and agencies in recipient countries and international organizations, leading to better project formulation and monitoring of project implementation. However, the current system does not automatically increase the budget for travel expenses of the mission according to the increased number of projects under this scheme, leaving room for improvement in monitoring the progress of projects.

Based on the above, the evaluation team recommends measures to ensure effective field visits for monitoring the progress of projects and, if necessary, allocating a budget for the visits. This will increase opportunities for Japan's diplomatic missions to conduct on-site visits, further enhance visibility, and promote communication between Japan's diplomatic missions and relevant stakeholders to improve project implementation.

Table 4-1 Recommendations from This Evaluation, Responsible Agencies, Timeline, and Priority Level

Recommendations	Target	Timeframe	Priority
1. Continue and expand operations, leveraging the advantages of this scheme	MOFA	Long-term	Highly important
2. Preparation of guidance materials of this scheme for Japan's diplomatic missions for more effective scheme implementation	MOFA	Short-term	Highly important
3. Improving implementation supervision to assess the results of this scheme	MOFA/ Japan's diplomatic missions	Short-term	Important
4. Enhancing visibility and promoting communication between Japan's diplomatic missions and relevant parties for better project implementation	MOFA/ Japan's diplomatic missions	Mid-term	Important